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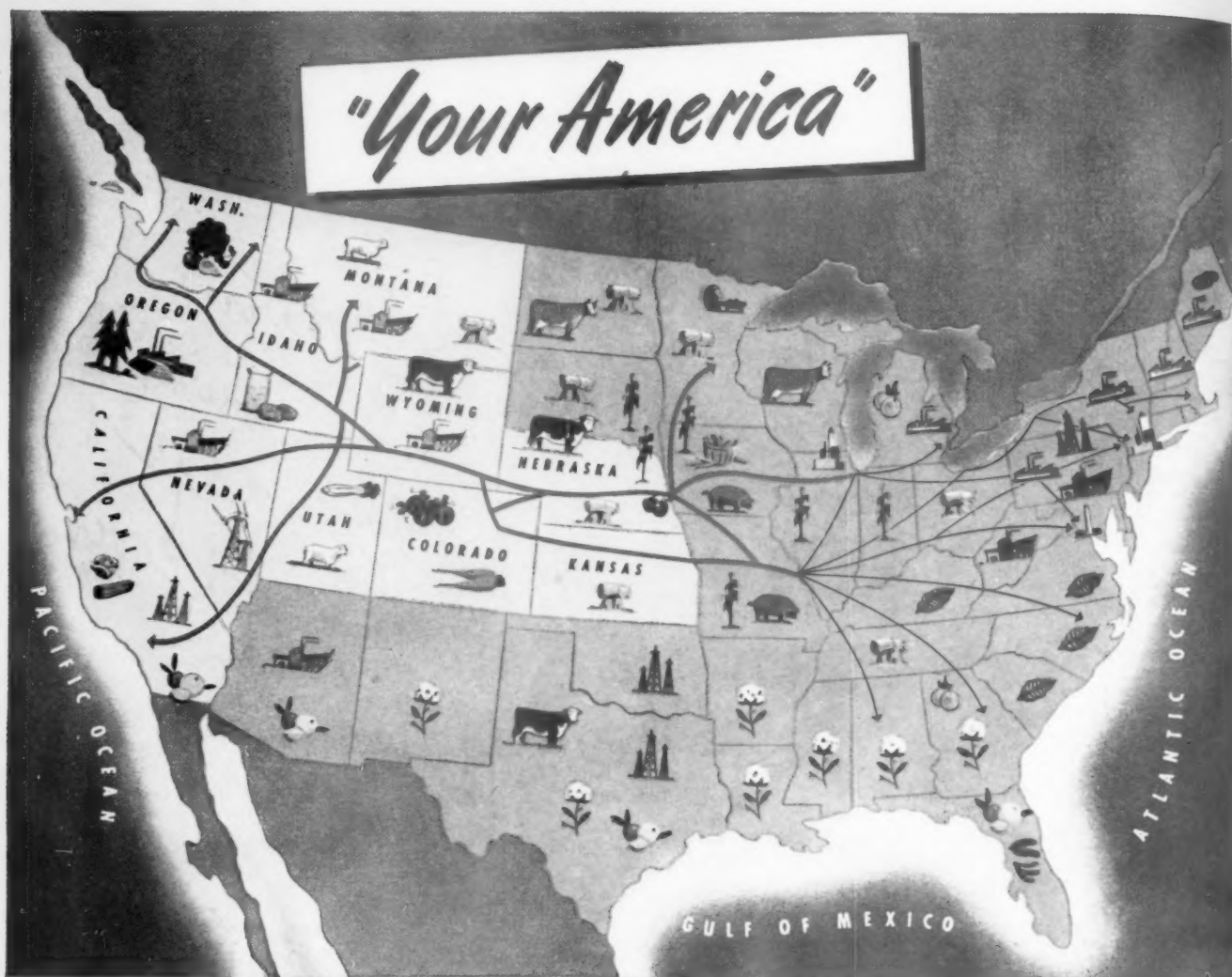
December *NATION'S* 1945

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BUSINESS



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For more than 75 years, Union Pacific has served eleven western states . . . been a partner in their development . . . transported their people and products. This vast territory produces a great variety of agricultural products which not only feed and clothe the nation but are converted into a myriad of industrial uses.

The same eleven states also are a source of other industrial materials such as ores, minerals, lumber and petroleum. Rivers have been harnessed—providing irrigation and power. There is dependable rail transportation.

This vast western area has materials and facilities required for postwar expansion. There is plenty of space for such expansion and for home-seekers who desire a healthful contented life among friendly people in scenic surroundings.

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Union Pacific . . . the Strategic Middle Route, uniting the East with the mid-West and Pacific coast . . . will, upon request, gladly furnish information regarding available industrial and mercantile sites or farm lands in the territory the railroad serves. Address Union Pacific Railroad, Omaha, Nebraska.

THE PROGRESSIVE
UNION PACIFIC RAILROAD
The Strategic Middle Route

Nation's



Business

PUBLISHED BY

CHAMBER OF COMMERCE OF THE UNITED STATES

VOL. 33

DECEMBER, 1945

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Cover painting by Charles Dye

LAWRENCE F. HURLEY—Editor

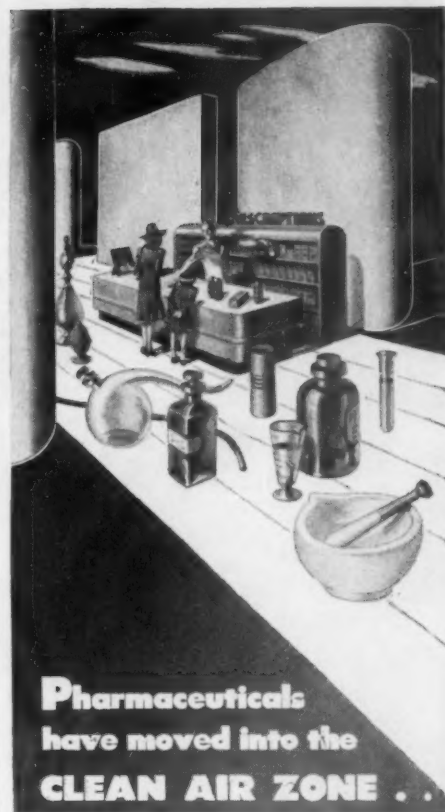
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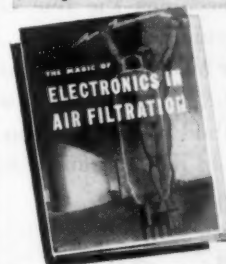
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"IT'S *Pneumonia*, BUT DON'T WORRY"

TODAY fear of pneumonia is being dissipated. Tomorrow medical science's ever-growing knowledge of the properties and applications of penicillin may well make pneumococcic pneumonia just another not-to-be-dreaded disease.

Penicillin notatum is a temperamental fellow. Temperature must be just to his liking before he will first consent to produce the amber liquid which ultimately becomes the fine crystalline powder known as penicillin.

Even after his task is done, refrigeration continues on the job. As a part of the low temperature high vacuum method of dehydration it helps turn the unstable liquid into a standardized, purified con-

centrated powder which can be kept indefinitely.

Today penicillin is widely available. Schenley Laboratories, Inc. and the plants of many another American manufacturer—completely equipped with York refrigeration—are producing penicillin on a mass basis. But greater and greater quantities will be needed not only in the form of sodium or calcium salt of penicillin, but for use in many new products such as tablets, capsules, and ointments.

York is prepared to work hand in hand with the research scientist by providing him with expert refrigeration engineering for his battle against man's hidden enemies. York Corporation, York, Pa.

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Your gift will be doubly appreciated when it bears a name he knows and trusts. The name Paris... on Belts, on Suspenders and Garters, tells him with what infinite care your selection was made... assures him of style, quality and value.

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NB Notebook

Merry Christmas

THE JOLLY SAINT is beaming again as he heaves his pack into the sleigh. Once more the pack is full of shining gifts that will bring shouts of childish glee throughout the land.

If you chance to catch just a glint of worry in his jovial face, ask his business agent about it. Minus whiskers, ruddy countenance and portliness, the business Saint Nick is scholarly James L. Fri, managing director of the Toy Manufacturers of the U. S. A., and lecturer on the Economics of Retailing at Columbia University.

"The boss suffers a little from that common complaint called OPA-itis," Mr. Fri reports. "We have most of our prewar lines except for the better toys. The old-line houses had to 'hold the line' on prices and the line was below costs. So production suffered. But it will be a Merry Christmas for all of that."

And so it will—but say a prayer for those who might have been here.

Trade and V-J Day

AFTER an August that had unexpected but welcome holidays to upset comparisons, September results in retail trade were awaited for whatever light they might throw on the after-effects of V-J Day with its war contract cancellations and loss of jobs. It was thought that war savings were large enough to bridge the emergency and yet it was suspected also that there might be an abrupt drawing in of purse strings once the weekly envelope was thinner.

August produced a six per cent increase in department store sales over the same month of 1944. In September, with one less business day, the gain was three per cent. For nine months of this year department store volume was 11 per cent over the corresponding period of 1944.

Department store sales are used for trade comparison because the Federal Reserve system has worked up reports which are accurate, comprehensive and timely. Its breakdown by cities for September showed peacetime trouble in a number of communities. Sales in Norfolk, Va., for instance, declined 15 per cent from last year. In Lancaster, Pa.,

the drop was 14 per cent; in Charleston, S. C., 13 per cent; and three cities, Raleigh, N. C., Evansville, Ind., and Canton, Ohio, registered declines of 12 per cent each.

Bridgeport, Conn., eased six per cent and the slump might have been greater except for operation of the Bridgeport Plan which is softening the shock.

War profit sidelights

AT A RECENT press conference, C. E. Wilson, president of General Motors, mentioned that the company's prewar, 1935-41, net income averaged \$184,000,000, as against a war average of \$161,000,000 for 1942-44.

War sales averaged \$3,436,000,000 against \$1,554,000,000 in the prewar period. Therefore, put down \$23,000,000 less net income for the war years on a business more than twice as large as before the war.

A better example was given by G. M. Read, assistant chief engineer, E. I. du Pont de Nemours & Co., before the Engineering Society of Detroit:

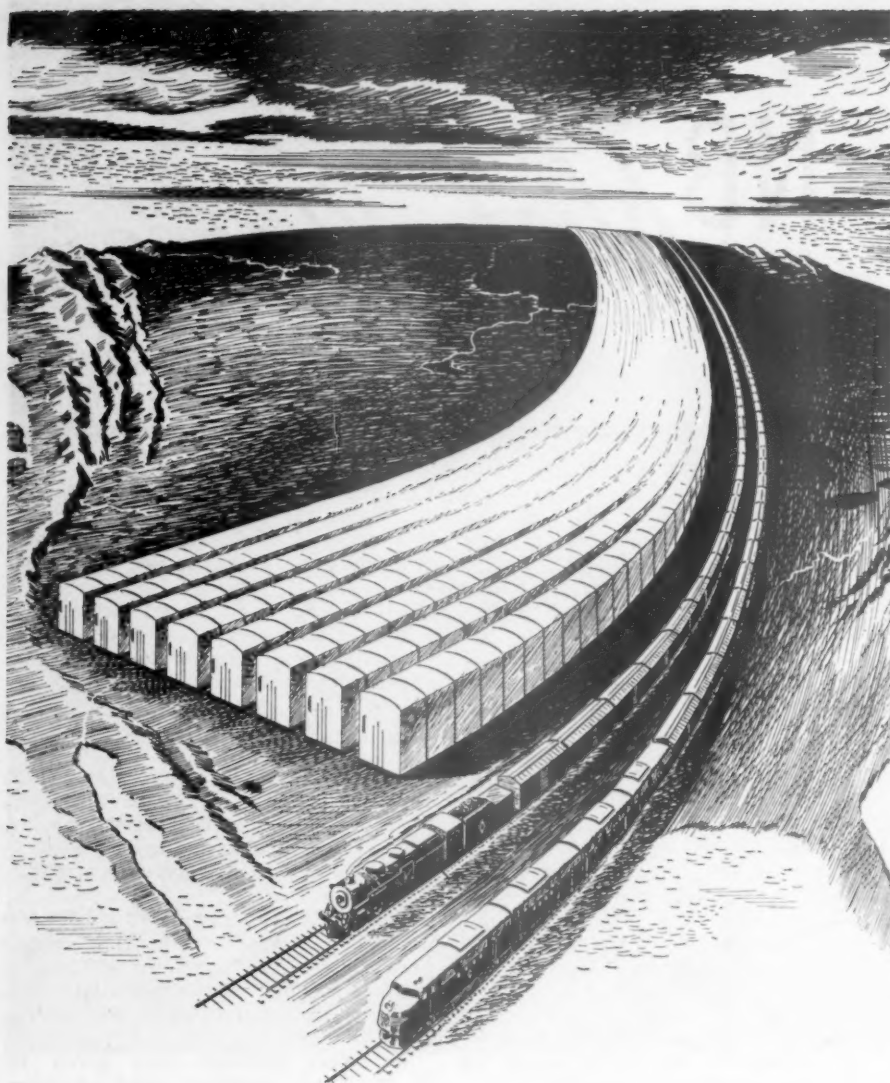
"Of course, the largest single engineering undertaking of the du Pont Company during the war was the design and construction of the Hanford Engineer Works, near Pasco, Washington, for the manufacture of a wholly new chemical element, plutonium, as a part of the atomic energy program.

"In scale, it was a huge operation. At one time, as many as 45,000 construction workers were engaged. They had to be brought into the region from all parts of the country and housed on the site, with suitable arrangements for homes, barracks, schools, shops. The cost of the construction was approximately \$350,000,000, and du Pont's entire fee for building and operating the plant was exactly \$1."

Health in industry

IN industry more is heard about accident prevention than about sickness prevention although statistics show that production loss from employee disability due to accidents is only eight per cent as compared with illness which causes 92 per cent.

So industry is going after illness even



A COOL 7 MILLION that will get hot handling

If you're one of the 7 million people who are eagerly waiting to buy a new refrigerator, you'll be glad to know this: the Erie Railroad, which serves your community, is *fully equipped and ready* to bring you refrigerators, automatic washing machines, radios and scores of other products just as soon as they come from the assembly lines.

Already the Erie is moving increasing quantities of raw materials—helping to make jobs and speed reconversion. And you can rely upon the Erie to provide the fast, dependable *mass transportation* essential to quick, low-cost distribution of finished products.



Erie Railroad

SERVING THE HEART OF INDUSTRIAL AMERICA

if it is less dramatic. Brooklyn has its Dodgers who are dramatic enough but in "New York Across the Bridge" it also has the Fort Greene Industrial Health Committee officially launched almost two years ago with representatives from management, labor, organized medicine and health services.

This Committee maintains that many non-occupational diseases, long before they cause death, begin slowly to disable employees and cause a gradually increasing loss of productive capacity.

In the Fort Greene area, a program of health education and medical service has been carried along in addition to programs of safety education and accident prevention. A tabloid (issued monthly), posters, pamphlets, films and speakers serve the 50 participating companies. Inquiries about the work have come from 35 states. The American Social Hygiene Association is helping organize similar committees in eight other cities.

A by-product of this program, incidentally, is that it brings labor and management representatives together around the table on matters of mutual concern where they get to know each other better. Labor relations improve.

Army and business

BUSINESS isn't going to like this passage in General Brehon Somervell's final report as commanding general of the Army Service Forces:

"Speed never attained in private industry had to be the regular order of the day."

The reason for objection is that industry can produce hundreds of cases where the implements of war were produced many times faster than the Army ever dreamed possible—and most of the improvements were industry inspired.

As in other instances, however, the Army manages to contradict itself because the same report admits that, at the end of the second year of the war, 97 per cent of the officer corps were men from civilian life.

So business was merely teaching itself tricks!

Guaranteed wages

IN A REPORT which will become available to non-members after Jan. 1, the American Management Association has drawn upon the experience of hundreds of companies to discover what may be done in the way of annual wages and employment stabilization. The objective of all such programs, of course, is to even out the business cycle.

According to the AMA study, an annual wage plan "can be best applied when it is least needed and when it is most needed it can be least applied." What this conundrum means is that in booms a guarantee can be given more easily but is not necessary; in slumps it cannot be given but is needed.

The study does maintain that most companies could make a beginning

toward more stable employment. To quote:

"Once business realizes that the cost of labor really does not disappear when men are laid off, much greater efforts toward a high level of employment may be made by each firm. For when a company lays off men, the cost of labor merely changes its form and comes back to plague not only the firm itself but many others as well. It is true that each employer will feel only a part of the effects of what he is doing, but he will also feel part of the effect of the dismissals by all the other employers. This is being increasingly realized, and hence there may be a change in the financial and economic thinking of the individual enterprise, and in the concept of its responsibilities."

That this is a new frontier for industry is manifest in the findings of the 1945 Bureau of Labor Statistics (Weiss) study which found only 12,500 workers among 6,000,000 with some form of guaranteed employment or wage.

The only unconditional guarantee is that of Geo. A. Hormel & Co. at its Austin, Minn., and East St. Louis, Ill., plants. This provides for 52 regular, almost equal, weekly pay checks in spite of the fluctuating seasonal work hours of the meat-packing industry. An industry effort just under way is that of the shoe manufacturers and distributors who have decided to see what can be done about ironing out seasonal fluctuations.

Power for farms

WITHIN the next few years the number of electrified farms may almost double. Some 2,750,000 farms are now electrified.

A market of \$4,000,000,000 is seen in the next five years. This is broken down into \$1,000,000,000 for line construction, \$500,000,000 for wiring and \$2,500,000,000 for electrical appliances and machinery. A poll of 200,000 electrified farms, according to the Electrical Manufacturers Public Information Center, disclosed that these farms had 33,000 refrigerators, 23,000 radios, 15,000 vacuum cleaners, 16,000 ranges, 6,000 water heaters, 35,000 irons, 10,000 toasters and 4,000 each of clocks, waffle irons, coffee makers and shavers.

Low-priced but efficient farm implements now being produced are likely, in the opinion of authorities, to switch the trend from big farms to smaller acreages. Small production becomes profitable. This would increase the farm population which has been declining, and expand the market for electrical products still further.

Home furnishers stirring

UNLESS a unanimous prediction goes wrong, a housing boom looms ahead and big business in home furnishings as well. Manufacturers of furniture and floor coverings, as well as other producers of what goes into the home, are striving to pull themselves together for a better

NO. 1 TAX SAVER



NOT for a decade, not for a generation, but for a century or more, cast iron pipe serves faithfully and economically in water, gas and sewerage systems. Its known useful life is more than double the estimated life of other pipe used for underground mains. Replacements sooner or later required when shorter-lived pipe is installed are avoided by the use of cast iron pipe, thus saving many millions of tax dollars. When you see pipe being installed, bearing the "Q-Check" mark, you know it is cast iron pipe—Public Tax Saver No. 1.

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**A FULL MEASURE —
of what's most important**

TO JOHNNY, growing up is the most important thing a small boy can do —so he wants a "full measure" from top to toe. This same kind of all-inclusive "full measure" is what you want in the protection of your workmen's compensation and liability insurance. Thousands of employers are finding it in the outstanding benefits that go with Hardware Mutuals *policy back of the policy*.

The *policy back of the policy* produces tangible, useful results in safety, service and economy. It provides a safety engineering program as fully and precisely measured to your *individual needs* as the pencil mark to the top of Johnny's head. By cutting accidents to a minimum this

The Policy Back of the Policy:
Our way of doing business that makes your interests our first consideration.

leads to a greater degree of uninterrupted, profitable plant operation.

Hardware Mutuals prompt, fair, sympathetic claim settlements are a practical aid in creating good employe relations. As for economy —substantial dividend savings, now totalling over \$93,000,000.00, have been returned to policyholders since organization.

Let our representative explain these advantages in detail . . . Send for our free booklet on improved methods of Industrial Safety Procedure.

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Hardware Dealers Mutual Fire Insurance Company, Home Office, Stevens Point, Wisconsin
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LICENSED IN EVERY STATE

Hardware Mutuals

Stevens Point, Wis. ★ Owatonna, Minn. ★ Offices Coast to Coast
*Compensation, Automobile and other lines of non-assessable
Casualty and Fire Insurance*

merchandising job. They have severe critics within their ranks who say that the average home is a mess of design deformities and color discord.

The critics add that, while the appliance people seemed able to tap consumer pocketbooks almost at will, rugs and chairs were getting shabbier than ever. The profits of the industry as a whole reflected this lack of interest.

So, backed up by prosperous war years, producers hope to change their rating in the peacetime battle for their rightful share of the consumer's dollar. Design and coordinated color will get attention, promotion will be expanded and salesmanship improved.

One interesting development is the formation of a cooperative management group by five furniture manufacturers which will supply centralized purchasing, distribution, accounting, research, design, promotion and other management facilities. Production schedules will be joined so that volume output may be obtainable when required.

Labor bid

"LABOR Invites Industry to Wichita" is an advertising headline the trade magazines would call a "stopper." In paid space the International Association of Machinists cites its wartime record—no strikes or lockouts and more aircraft *per capita* than any other city—and its references—some of the largest aircraft companies.

The association's representative, J. T. Higgins, secretary-treasurer of District Lodge 70, is a member of the Wichita Chamber. He will send a brochure "Mechanized Wichita" on request.

Coal school correction

TO THE EDITOR:

May we call your attention to a picture in the October Nation's Business, page 70. This picture together with caption states that "the first coal mining school in America for youngsters of teen-age" was Mercer County Vocational School, Bluefield, W. Va.

We will most certainly take exception to this statement, as we are prepared to prove beyond doubt that we were the first in the nation to build from the ground up a coal mine training institution and were one full year in operation ahead of the school whose picture you show.

However, in all fairness to the Logan County Vocational School, Logan, W. Va., we will say that they were the first to offer this type of training in a school which they converted from a regular vocational school. Despite this, the fact remains that our institution, the Wyoming County Trade School, Pineville, W. Va., was the first to be built for mine training. We were the first to have built a complete simulated mine above ground, complete with track, trolley, power, ventilation and other mine equipment.

OKEY E. MCCOURT, Director
Wyoming County Trade School
Pineville, W. Va.

MANAGEMENT'S

Washington LETTER

A last minute roundup by a staff of Washington observers of government and business

► **NEW LABOR CODE** shaping in Congress contemplates by-passing of Wagner Act and liquidation of NLRB by new legislation embracing four major points: (1) civil penalties for breach of labor contract by either party, (2) criminal penalties for strike violence or picket-line lawlessness, (3) prohibition of union expenditures in political campaigns, (4) repeal of Smith-Connally provisions governing strike votes and seizure of strike-bound plants.

A nod from President Truman would whip this legislation through Congress in two weeks, Congressional leaders say.

► **PROLONGED EMERGENCY** worries Congress. Limited national emergency was proclaimed Sept. 8, 1939, and unlimited emergency, on May 27, 1941. How long is an emergency? How, when does one end?

House Judiciary Committee is holding hearings on resolution by Representative Grant, of Indiana, to terminate both emergency proclamations by early legislative action. Committee lists 229 emergency laws passed by Congress since 1940 delegating powers to President and the executive Departments. Most of these powers remain in effect until six months after somebody proclaims the emergency over.

After World War I, President Wilson divested himself of emergency powers before actual signing of peace.

Tenor of Judiciary Committee's inquiry hints that, if White House does not abandon war powers soon, Congress will take hold.

► **UNIVERSAL MILITARY TRAINING** will have few friends in Congress until war demobilization gets further along.

Both Army and Navy are urging voluntary re-enlistments on a test basis. If results are satisfactory, draft may be abandoned Jan. 1.

Washington's real problem on military front is the national howl for a unified defense command. Ultimate solution indicated is not an Army-Navy merger, but permanent status for Combined Staffs.

► **ATOMIC BOMB** can't be retained as a defense weapon unless atomic energy is developed and applied as peacetime industrial power, scientists tell the Senate atom-izers.

Only the big power consumers can afford to experiment with atomic propulsion, because the atom "cylinder" must be shaped from steel at least ten inches thick.

► **NEW BUSINESS VENTURES** exceed bankruptcies and suspensions this year, for first time since '42. Commerce Department estimates a net increase of 300,000 business establishments in U.S. during '45. About 56 per cent of new enterprises are in retail trade.

Net loss of business units between '40 and '44 was about 500,000.

► **PROBLEM** of absorbing unemployed varies widely from state to state, says Social Security study of wartime pay roll expansion.

Total industrial employment for nation expanded by 40 per cent from 1939 to wartime peak of '43-'44; but state of Washington experienced 100 per cent expansion; Kansas and Oregon, 95; California, 78; Florida, 70; Alabama, 67; Michigan, 56.

At other end of the scale are Pennsylvania, 27 per cent; Minnesota, 16; New Hampshire, 12.

► **HOUSE WAYS & MEANS COMMITTEE** leaders agree average wage earner will not tolerate a pay roll tax deduction of more than 2 per cent for social security.

This conclusion sounds death knell for Wagner-Murray-Dingell proposal for socialized medicine, which contemplated an over-all tax of 8 per cent divided equally against worker and employer.

To lighten pay roll burden of existing social security program, CIO now urges that Treasury contribute one-third of all costs directly from general revenues, leaving only two-thirds to be gathered in pay roll taxes.

► **MICHIGAN** takes official crown as the Arsenal of Democracy. Official WPB report shows total war production of \$239,205,995,000, of which Michigan turned out \$24,000,000,000; New York,

23; California, 21; Ohio, 18; Pennsylvania, 16; Illinois, 15; New Jersey, 14; Indiana, 10.

Eight leading industrial states produced 58 per cent of total war contracts.

Texas was the wonder of the Southland, with a total of \$8,000,000,000; Alabama, Georgia, Louisiana, Oklahoma and Virginia next, with a little more than \$2,000,000,000 each.

► **RUSSIA'S TRANSPORTATION SYSTEM** has been partially restored by arrival of 632 steam locomotives from U.S. this year under lend-lease, plus 6,854 trucks and buses; 2,422 freight cars; 5,572 motorcycles; 21 merchant vessels; 52,327 telephones; 534,000 truck tires; 2,400,000 barrels of gasoline.

Food gifts to Russia in '45 included 310,000,000 pounds of meats; 106,000,000 pounds of lard; 8,541,000 pounds of butter; 110,000,000 pounds of sugar; 36,000,000 pounds of vegetable oils.

Exports to Russia averaged \$293,000,-000 a month; imports from Russia, \$6,000,000 a month.

► **HOSPITAL CONSTRUCTION PROGRAM** reported favorably by Senate Labor Committee (but not yet approved by House) would provide \$380,000,000 for dollar-matching medical facilities program in states during next five years; carries \$5,000,000 for preliminary state surveys of hospital needs.

Every state is eligible for assistance, in relation to population and per capita income, the federal contribution ranging from one-third to three-fourths of total cost. Under this formula, Puerto Rico would be entitled to more help than California; Mississippi would get twice Indiana's allotment.

For details of program ask for Senate Report 674 on Hill-Burton Bill, S. 191.

► **RUBBER INDUSTRY** can't see plenty of tires before late summer of '46. Eight-hour day in principal rubber plants, instead of six-hour day now effective, would increase production by about 2,000,000 casings monthly. But CIO insists on spread-work program, despite current shortage of 7,000 full-time rubber workers.

► **FOOD INDUSTRIES** are cautioned that DDT insecticides (now being marketed by about 200 firms) are toxic, must be handled with discretion.

Federal Insecticides Act does not

require "poison" labels on these products. Inhaling DDT dusts or sprays may be dangerous; storage absorption of fumes in food plants may limit its use.

For latest scientific findings, address Insecticide Division, Production & Marketing Administration, Department of Agriculture, Washington 25, D.C.

► **WAR STARTED** in September, '39, when Germany ignored the British warning that she would protect Poland. Poles are not accepting new phrase, "Monroe Doctrine of Eastern Europe."

Says manifesto of Polish-American Congress: "Not only was this friendly republic deprived at Yalta of one-half its ancient lands, but the sovereignty of what remains of Poland was destroyed by the imposition of an illegal government....Ten nations, with a total population of 120,000,000 met the same tragic fate....Nations freed by the First World War have all been enslaved by the Second World War."

Russian troops now patrol each of the 17 provinces of Poland for the first time since days of Catherine the Great in mid-eighteenth century.

► **WHEAT EXPORTS** will be restored to private trade Jan. 1, with CCC limiting its overseas operations to military and relief consignments. North American Grain Export Association will assist in equalizing European allotments.

Peak international demand has hiked domestic flour subsidy from 5 cents a bushel in December '43 to maximum of 33 cents on November grind this year.

► **BUREAU OF RECLAMATION** has mapped 415 projects (making 200,000 new farms) in a \$5,000,000,000 development program, one-third of which already has been authorized by Congress.

Eleven western states show a population increase of 2,500,000 since 1940 (17.8 per cent against national increase of only 0.7 per cent).

Reclamation plants produced 13,500,-000,000 kw hours of electrical energy last year, against 11,000,000,000 by TVA. New projects would multiply this production by four in next decade; open 11,000,000,000 additional acres to agriculture. Big selling point in Congress is "homes and opportunity for veterans."

► **GOVERNMENT WAR PATENTS** soon will be released for commercial licensing. Patent Office issued to federal agencies about 8,000 patents covering military

secrets. Joint Army-Navy staffs, after reviewing whole list, will seal from public application only those scientific developments of "highest military significance."

But all patents in the "radar pool" are shared with England. State Department first must obtain London's approval to licensing civilian production in U.S.

► CENSUS BUREAU plans complete retail census covering 2,000,000 outlets on 1946 volume, to begin early in '47; will also take concurrent census of all service trades, wholesale distribution, construction.

Next census of manufactures—the first since '39—will cover 10,000 commodities in 450 industries.

First consumer income survey in '46 will reach a sample of 40,000; broadened to 300,000 the next year.

Did you know that law permits Census to do special sampling and statistical research jobs for industry at cost?

► RUSSIAN OCCUPATION forces are "inviting" German scientists and inventors to move to Soviet territory and join government-sponsored research projects.

Commerce Department reveals Moscow already has bought, at 10 cents each, about 300,000 technical descriptions of U.S. patents soon to expire.

German Patent Office records covering top military secrets were dumped by fleeing Nazis into an abandoned coal mine, sprayed with corrosive chemicals. Unable to get the records, Russia is adopting the inventors.

Washington diplomatic circles see Moscow's new policy on foreign invention as background of Molotov's recent challenge: "We shall have the atomic bomb soon, and much more."

► TWO STATES have more federal civilian employees working within their borders than the District of Columbia; California, with 313,400, and New York, 297,800. (Washington, D.C., has but 256,300.) Other state leaders on federal pay roll: Pennsylvania, 199,000; Texas, 144,700; Illinois, 128,300; Virginia and Massachusetts, 111,500 each.

In Rhode Island, every twelfth person gainfully employed is on Uncle Sam's pay roll within the State. See page 102.

► DEPARTMENT OF AGRICULTURE now reaches every farm community through eight different field representatives: (1) County Agent, (2) Soil Conservation Agent, (3)

AAA Committeeman, (4) Forest Ranger, (5) Water Conservation Manager, (6) Farm Security Supervisor, (7) Production Credit Agent, (8) Rural Electrification Representative.

Congress fears eight nationwide networks of assistance to agriculture might develop into a house-to-house political organization in close elections.

Byrd plan for federal reorganization would curtail and coordinate this eight-pronged promotional program in the states.

► FOOD REPORT shows U.S. will export 16,000,000 tons of relief nutrition in '45 (exclusive of U.S. military requirements overseas). Food gifts were roughly 12 per cent of total U.S. supplies. Our own military took another 12,845,000 tons, or 9.5 per cent, leaving 78 per cent for home front civilians.

► ECONOMIC STUDY circulating on Capitol Hill compares today's living standards of average wage earner in leading nations. On this comparative scale, Russia is where U.S. was in 1790; Italy is about the U.S. of 1812; Germany matches us at 1860, and England enjoys the U.S. standard of 1870.

► WASHINGTON BUSINESS BRIEFS: Department of Agriculture estimates 1946 meat consumption in U.S. at 145 to 155 pounds per capita, against 130 pounds in '45....Industrial rationing of fats and oils will be terminated as of Jan. 1....In relation to poultry and livestock population on farms, this year's U.S. supplies of animal feeds—corn, oats, barley, sorghum grains and hay—are largest on record....Last of the food subsidies will be withdrawn by June 30, 1946....To maintain wartime volume of linseed oil, Government guarantees \$3.60 a bushel for the 1946 flax crop, Minneapolis basis....Missouri Valley Authority is a dead duck on Capitol Hill....Surplus Property offers 500 carloads of used army tires, as is, at \$30 and \$70 a ton....Current Surplus Property catalog lists 142,000 different consumer-goods items (without regard to sizes and styles) at 15,000 "declaration points" in U.S....Henry Wallace gets in Harry Truman's hair....Domestic air lines now employ 55,000, more than three times 1940 total; plan for 120,000 by end of '47....International Harvester will license about 1,000 of its 1,242 patents to interested producers in other lines.



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NATI

Battle Royal for Union Members

By CARLISLE BARGERON

POSTWAR shifts in employment are causing labor organizations to fight harder than ever for support—and the employer may find himself an innocent bystander in the midst of a hot duel

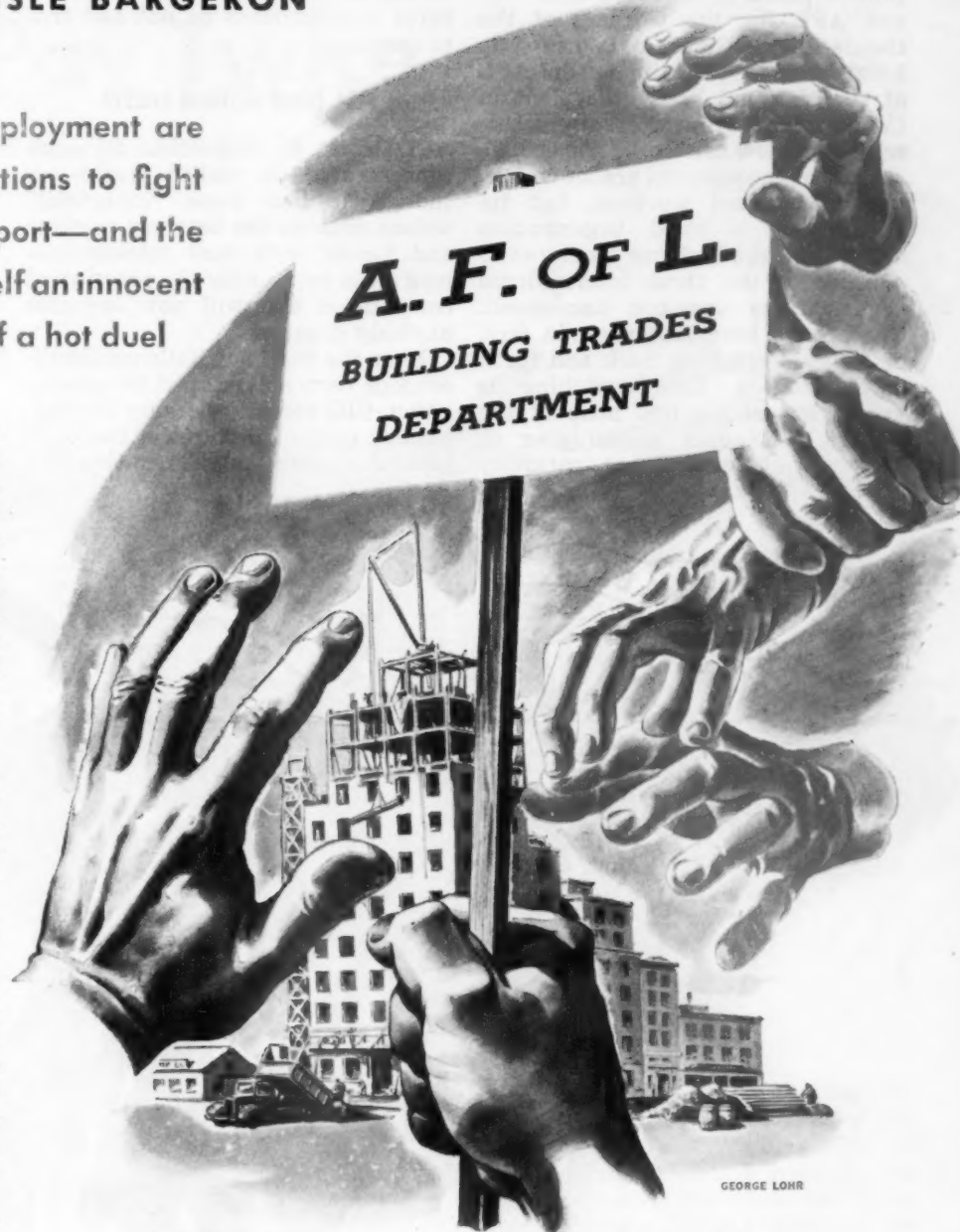
"LADIES and gentlemen of the radio audience: This program comes to you through the courtesy of the Workers' Labor Movement which offers you more for your money than any other labor movement in the country. *Workers* gives you that aggressiveness of leadership so essential to the worker's welfare. It brings you the best of service. When next you are shopping for a labor union, remember *Workers*."

That is not too great an exaggeration of what is now going on as labor organizations compete for postwar members. Just as business is getting ready for the postwar trade in commodities, so the labor entrepreneurs are seeking newer and better ways to sell their wares.

The struggle is not new. It began with the National Labor Relations Act and was given impetus in 1941 when John L. Lewis left CIO. Even during the war, when there were enough workers for all unions, there was an increasing scramble on the part of the unions for members. According to NLRB's report for the year ending July 1, 1944, there was an average of 15 elections involving 3,400 workers every working day. In 22.7 per cent of these elections two or more unions participated.

Today, as the giant war plants close, the labor leader's market for memberships is not only shrinking, it is being thoroughly shifted. Local unions are being torn to pieces, many completely evaporating.

The labor leader's reaction is precisely that of a business man who sees his market slipping. He will try to make up his loss of member-customers. The oratory and tactics for



Jurisdictional lines have been dropped. No longer is a particular pasture looked upon as the domain of any one union

doing that are suggestive of our political campaigns. Radio, sound trucks and newspaper advertising are used. Clambakes, dances and rallies are held.

Three competitors are in the field and, in this competition there are few legal restraints. There are no fair trade practices, no Federal Trade Commission. A union can advertise its services as it sees fit.

Generally speaking the theme song of AFL is that it is the "respectable" organization. CIO says that it is "more than a labor movement." It is a vast political upsurge of the workers—and, until recently, its closeness to the Government was emphasized. Third competitor is the UMW's District 50, formed by John L. Lewis for the avowed purpose of organizing workers in the chemical and coal by-

products industries. Lewis has gradually broadened its scope to include smatterings of workers in almost every industry.

Its selling argument is the "dynamic leadership" of Lewis. With it, District 50 bested CIO in the election for the guards at the Carnegie-Illinois plant. It defeated both CIO and AFL for the workers of the Owens-Illinois Glass Co. It picked up 1,800 members when he out-did AFL at the National Fireworks plant in Columbus. Total membership in District 50 is now said to be 250,000.

Most of the contests are, of course, for unorganized workers, but instances of a local organization switching its allegiance from one to another of the three international organizations are not uncommon. There have been instances, in fact, of a local switching back and forth several times. This switching is known as raiding and none of the leaders will admit encouraging it. They say, however, that naturally

pasture considered, by common consent, the domain of a certain organization. No longer, for example, are the carpenters and painters considered the exclusive field of the AFL's Building Trades Department. Both CIO and District 50 are now organizing carpenters. It is difficult, in fact, to find any type of worker that the three organizations do not feel free to organize.

AFL had skilled crafts

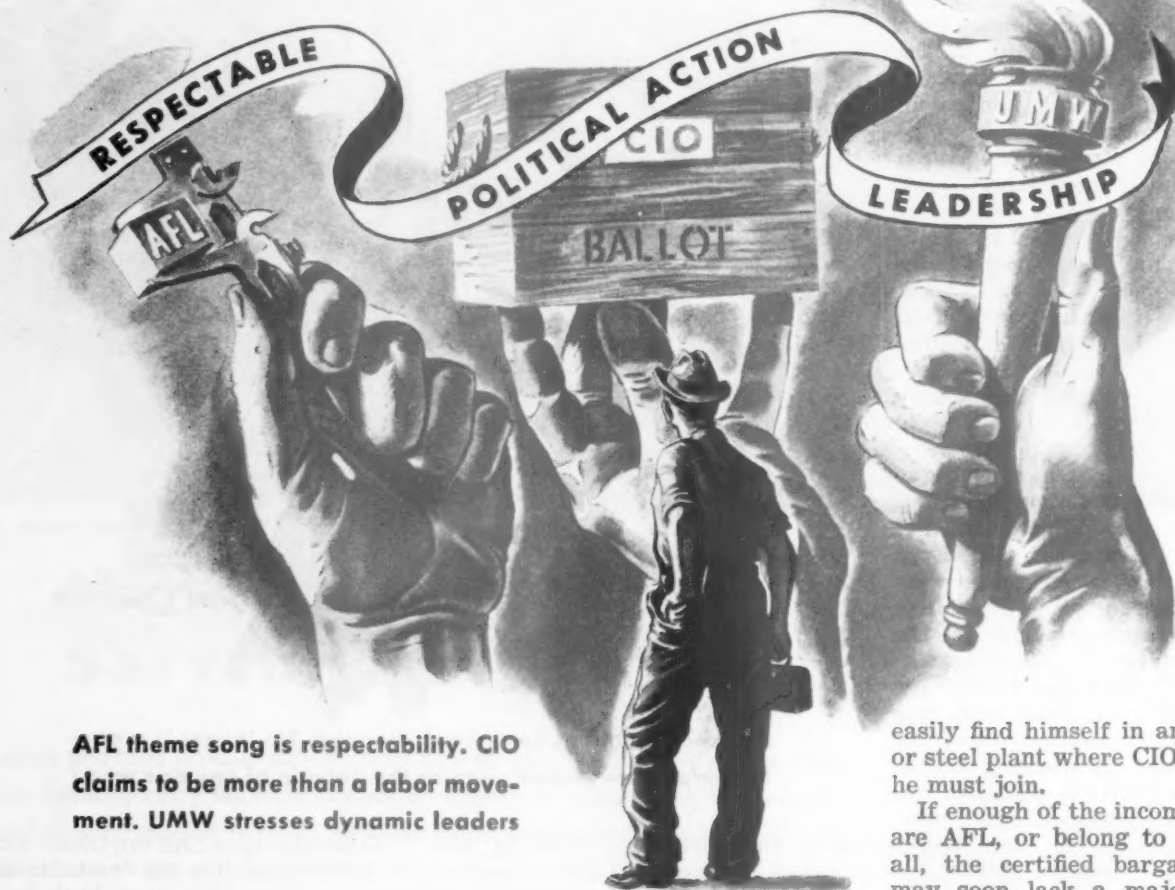
AFL, which for more than 50 years concentrated on skilled crafts—although it had some "industrial" unions such as the brewery workers and Lewis' own coal miners—has long since bent under the pressure of competition and will now organize anybody it can.

Even the Big Four Railroad Brotherhoods have not escaped the competition. CIO recently became the bargaining agency for three of the eight groups among the Pennsylvania's

of the Long Island and Erie Railroads and has been certified as the bargaining agency for the engineers and firemen of the Western Maryland Railroad.

The Western Maryland case has a peculiar history. Several years ago the Railroad Brotherhoods lost a strike on that road and the members gradually scattered to jobs elsewhere. The Brotherhoods continued to regard those who took their places as "strikebreakers" and refused to accept them for membership. Now they are full-fledged union men under UMW.

Because of postwar shifts in employment a worker—although a paid-up card holder—may find that he is still not a union man for the purposes of getting a job in some specific plant. A mechanic from the California shipyards, an AFL member, can



AFL theme song is respectability. CIO claims to be more than a labor movement. UMW stresses dynamic leaders

they won't refuse to admit a local whose membership is dissatisfied with the service it is getting and wants to make a change.

In the face of this competition, jurisdictional lines have been dropped. No longer is a particular

shopmen. These workers had long clung to a so-called company union and resisted repeated efforts of AFL to organize them. CIO has also absorbed the Santa Fe's maintenance-of-way workers, while UMW has made inroads on the marine divisions

easily find himself in an automobile or steel plant where CIO is the union he must join.

If enough of the incoming workers are AFL, or belong to no union at all, the certified bargaining agent may soon lack a majority of the workers. Adding to the instability of the situation is the fact that the "maintenance of membership" clause, a war-contract device to give union security over a given period, will be a thing of the past.

Thus the employer who thinks that
(Continued on page 68)

Don't Make American Youth Pay Twice

By Senator THOMAS C. HART

Our strength in two wars came from the prowess of our young men backed up by the country

STRAIGHT thinking is needed in rebuilding the world if we are not to bankrupt our returning service men

NATIONS aided by America during the war, and which are now looking to us for further aid, would do well to be moderate in their demands.

Apart from their friendliness toward us, they would be wise in the long run if—in their own interests—they would try to help America remain strong.

We have all heard it said that in our country lies the future hope of the world. It does not become us to say that ourselves—nor do we need to. Men of other lands have frequently expressed the thought. They have two reasons for this belief:

The first reason is that the world trusts America. It trusts our fairness, and bases its trust on our record of the past century during which we have been not only fair but altruistic. (But the world may, and probably does, overestimate our capacity for future altruism.)

The other reason for our standing as the future hope of the world lies in our strength—amply demonstrated in two great wars. We have been strong in these two wars primarily because of the prowess of our young men. That fighting edge, however, would not have sufficed without the backing of other elements of strength, such as good leadership and technical ability in the armed forces and in industry.

In short, we have been strong in our young men and women who have been carrying guns or making them. Also we have been strong in the products of our soil and in the things

which come from under the soil. We have been strong in our transport on land, sea and in the air. Strong in our productive establishment without which neither our Allies nor ourselves could have fought. And in our financial system, we have been—shall we say?—sufficiently strong thus far.

Yes, we have been, and still are, a strong nation.

But the end of the war finds us considerably depleted.

We are weakened by war

THE general strength of other nations has been most seriously depleted. They recognize that. But many of our Allies seem to think that America's resources are inexhaustible. They are not, of course, nor are all the elements of our strength renewable.

In certain fields we can restore our depletion but in not all of them. For

instance, we have been pouring into the war much of the reserve of our subsurface riches. That wealth of minerals and fuel has gone beyond recall. Moreover, we are seriously depleted in our normal financial resources, and face great difficulties in that field. Finally, we have expended human resources—all those young souls who will not return.

Even in the fields in which we can rebuild, it will take us a good many years. Nevertheless, while rebuilding ourselves, we must do what in reason we can do toward rebuilding this stricken world. A part of that duty will be in making the United Nations charter become the effective instrument which we all hope it will become.

We are only 140,000,000 of the



2,000,000,000 people of the earth. The future call upon the leadership of our 140,000,000 is for wisdom that will prevent us from becoming irretrievably depleted in helping the rest of the world. We hope and we trust that wars will now be ended, but in all other fields of human endeavor the law of survival of the fit still holds. Competition will continue to be a feature of the world and we must face it.

The isolationist creed, of course, is dead. Manifestly, we must live with the rest of the world just as the neighbors of a community live. But to maintain friends we do not have to stand on our doorsteps and throw money away. We help neither them nor ourselves.

What I am suggesting is that, now that victory has come, and even though it is our disposition to be free-handed, we owe it to our young men and women—who did the fighting and who made victory possible—to re-examine our plans and commitments for rehabilitating the world.

We should take stock of our depleted resources and re-survey just what we can safely do for other nations. Perhaps it would be better if our public men were not so prone to look upon themselves as "architects

of the future," as the expression goes, and instead to consider themselves more as simply custodians of the present. Undoubtedly, many of our leaders will leave their impress on history, but the real "architects of the future" are the millions who are now laying down their arms. This is not because they are the veterans, *per se*, but because they largely constitute the generation that will have to deal with the future years.

Cut our future burdens

IN the decisions that we have to make in the meantime, it strikes me that we should be increasingly mindful of this. We should consider binding commitments with other nations in this light. We must ask ourselves whether or not we are loading the oncoming generation down with too great a burden. We have no right to seal their future.

Much has been said and written about the United Nations Charter, and considerable about the Bretton Woods agreement, but not very much by the younger generation, those whose future is of main importance. They have been considerably propagandized but it is only natural that young men and women should be in-

articulate on such a subject. The best of them have been at the front, where they have been extremely busy.

These young men and women were children when the world made the mistakes which permitted this war to occur. That generation had no part in the tragic series of errors which the world made; but in our country they constitute the principal sufferers. So they will continue to be.

I am greatly disquieted by an undercurrent of skepticism which I think is running through their young minds. I am only one observer and, to repeat, the younger generation cannot be very articulate; but the evidence is present for those who search.

Our young men and women of today have doubt, and even lack faith, that enough wisdom will be exercised to guide our ship of state through the dangerous waters ahead. So far as is known, they look upon the United Nations charter as a wise and correct step ahead. But it will remain to make the international organization work—make it work for the well-being of the world. The skeptic, the cynic, says:

"Well and good so far, but where do we go from where we are now? What is going to be the effect on our

(Continued on page 130)



Are we loading too big a burden on the oncoming generation?

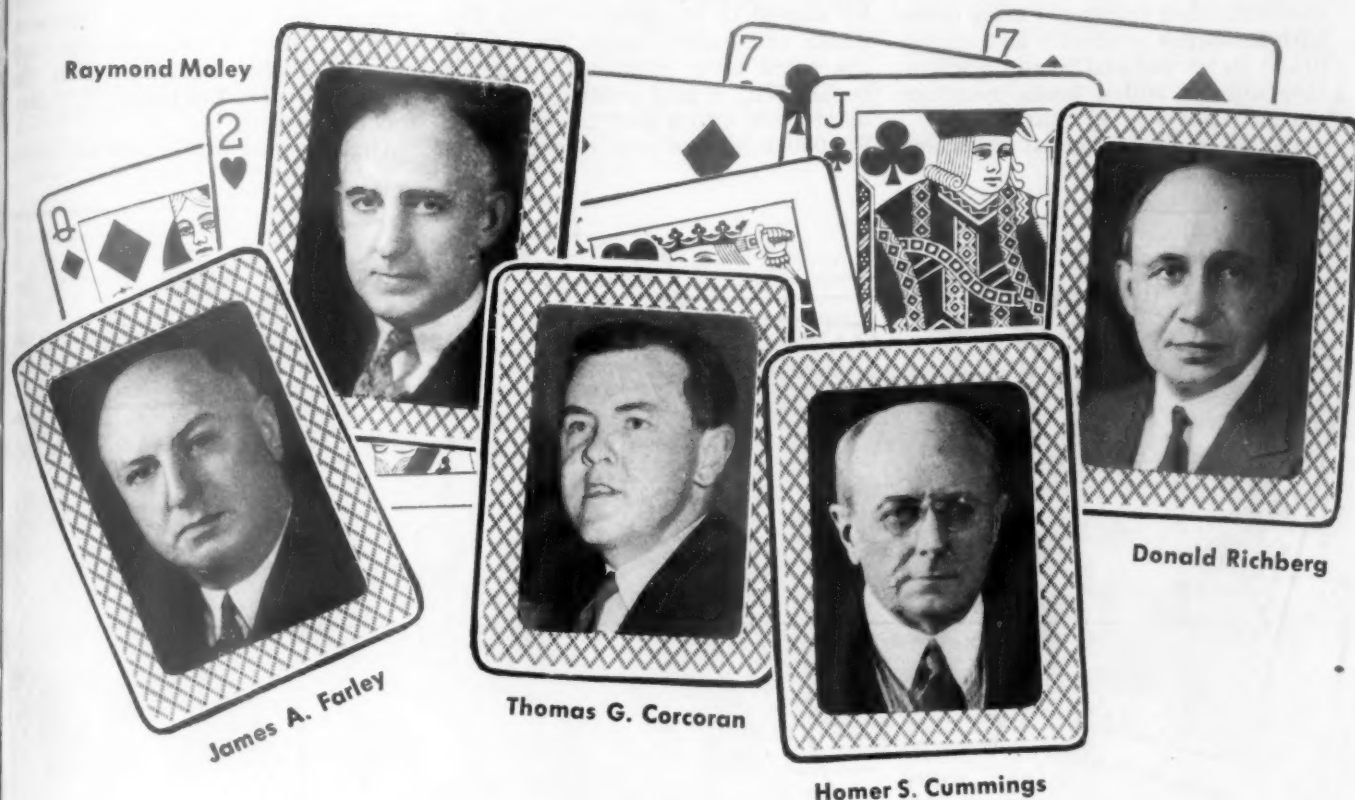
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The Old Familiar Faces...

WHERE ARE THEY NOW?

By WALTER TROHAN



DESERTIONS from the New Deal have multiplied as men who took government jobs to do good left them to do well

BACK in the days when Washington appeared to be a city of wide-eyed men bent on making America over on a pattern borrowed, at least in part, from the sharper tailors in the fairy tale who pretended to fashion for the king clothes so wondrous that they could only be seen by the wise, there was but one way for the business man to look on the New Dealer—and that was down.

But in the years which have intervened, the business man has been forced to lift up his eyes to look his old tormentors in the face because so many of the New Dealers are now living the abundant life that was

promised to the 10,000,000 unemployed of a dozen years ago. Those New Dealers who have ventured beyond the safe depth of the public pay roll have done well for themselves in a worldly way.

While Washington may sigh with Charles Lamb, "All, all are gone, the old familiar faces," the marts of commerce and industry know that they have merely changed their addresses and perhaps their song. No more do they chorus that business men are "economic royalists," "financial Bourbons," "Princes of privilege" and "forces of entrenched greed." Instead, they are in step with the march of private enterprise toward a greater postwar America.

This change is not so surprising or humorous as it would seem at first glance. Mortality among palace guards runs high. Men who are elevated to posts of power by the favor of the President find quite often the fall from grace is as rapid as that of

Lucifer and the end almost as ignominious.

The palace guard is no Camorra bonded together by terrible oaths for a common purpose. It is rather a group of men basking in the changing warmth of presidential favor. Each is vying with his fellows for the most favored post. Even if he survives the backstairs intrigues of his fellows he may still meet his end at the hands of regular departmental officials who are always jealous of favorites.

In the last century Emerson aptly wrote: "Men such as they are, very naturally seek money or power; and power because it is as good as money." This quotation was brought up to date by former Senator Gerald P. Nye of North Dakota with: "He who serves the New Deal for power will serve the devil for better wages."

It must be said, however, in all fairness, that not all of those who left the New Deal left solely for money; some left in honest differences of opinion

or in indignation over principles they were asked to abandon. That they have done well should be a matter of general rejoicing.

More prominent among these are James A. Farley, political master mind of the first two Roosevelt terms, who could not stomach a third, to say nothing of a fourth; and Raymond Moley, the real author of the Roosevelt state papers, at least, the best part of the first four and a half of the nine published volumes. Farley broke with Roosevelt gradually as their political views widened to an unbridgeable chasm. Moley broke relations abruptly in a heated quarrel.

Farley, a No. 1 cement salesman,

reaches of the Hudson river that he would not turn a hand in the convention.

When Farley got to Chicago, he knew the jig was up and the Hull-Farley ticket died aborning. Despite terrific pressure, Farley persisted in voicing his opposition to the third term by letting his name go before the convention for the vice presidency. Roosevelt never forgave him for balking the presidential will. Farley stayed in Washington for a few weeks and quietly made his exit as the third term political cannonade began. With a mild publicity fanfare he stepped into a post paying about \$75,000 a year as head of the export

tacked the proposed undistributed profits tax.

At a dinner table after a conference on the "economic royalist" acceptance speech, which was largely Moley's, Moley was twitted about the rich friends he had made by his stand. At the table were Roosevelt, Miss Marguerite LeHand, his personal secretary; Samuel Rosenman, another ghost writing brain trust; Stanley High, still another ghost writer; and Thomas G. Corcoran, senior partner of the gold dust partnership of New Deal Idea men. The junior partner, Benjamin V. Cohen, was not present.

High opened the attack on Moley



did his best job of selling in 1932 when he sold the nation on Roosevelt. Early in 1936 he set out to do as good a job for Cordell Hull, the old gray fox of the State Department. At the same time he planned to do a little promoting of himself for the second place on the Democratic ticket. To this end, Farley placed his name on the ballot in Massachusetts and won a delegation pledged to him at Chicago. This was done with the President's approval. When he obtained that approval, Farley surmised that Roosevelt did not propose to run for a third term. Even at the time Roosevelt was sending Harry Hopkins and James F. Byrnes, then Senator and now Secretary of State, to Chicago to pump for the precedent-breaking third term, he assured Farley in a Sunday conference at the family estate on the aristocratic upper

division of The Coca-Cola Company. The job put Farley back into salesmanship. Strangely enough, Farley's departure increased rather than diminished his political stature, because of his devotion to principle. Today he wears the mantle of Alfred E. Smith, and fills it very well, indeed.

Left after a quarrel

MOLEY'S departure, though less publicized, was more dramatic. It came after a bitter quarrel in the White House one evening in June, 1936, a few days before the second term convention at Philadelphia. Moley was finding the New Deal yoke a bit chafing and had vigorously at-

who was the New Deal's liaison man with big business. Moley did not like High, who was the organizer and founder of the Good Neighbor League, whose principal demonstration of neighborliness was to vote for Roosevelt in 1936. Had it not been for his dislike for High, Moley would have joined in the laughter that banter occasioned. Instead he resorted with some heat.

Roosevelt, seeing that Moley was irked, joined in the baiting with delight. Moley took on the President. In no time words flew that could not be forgotten. Somehow through all the tension the speech was put together, but Moley left that night never to return. He never saw Roosevelt again except for a brief, strained luncheon that September at Hyde Park.

Moley did not make the right in

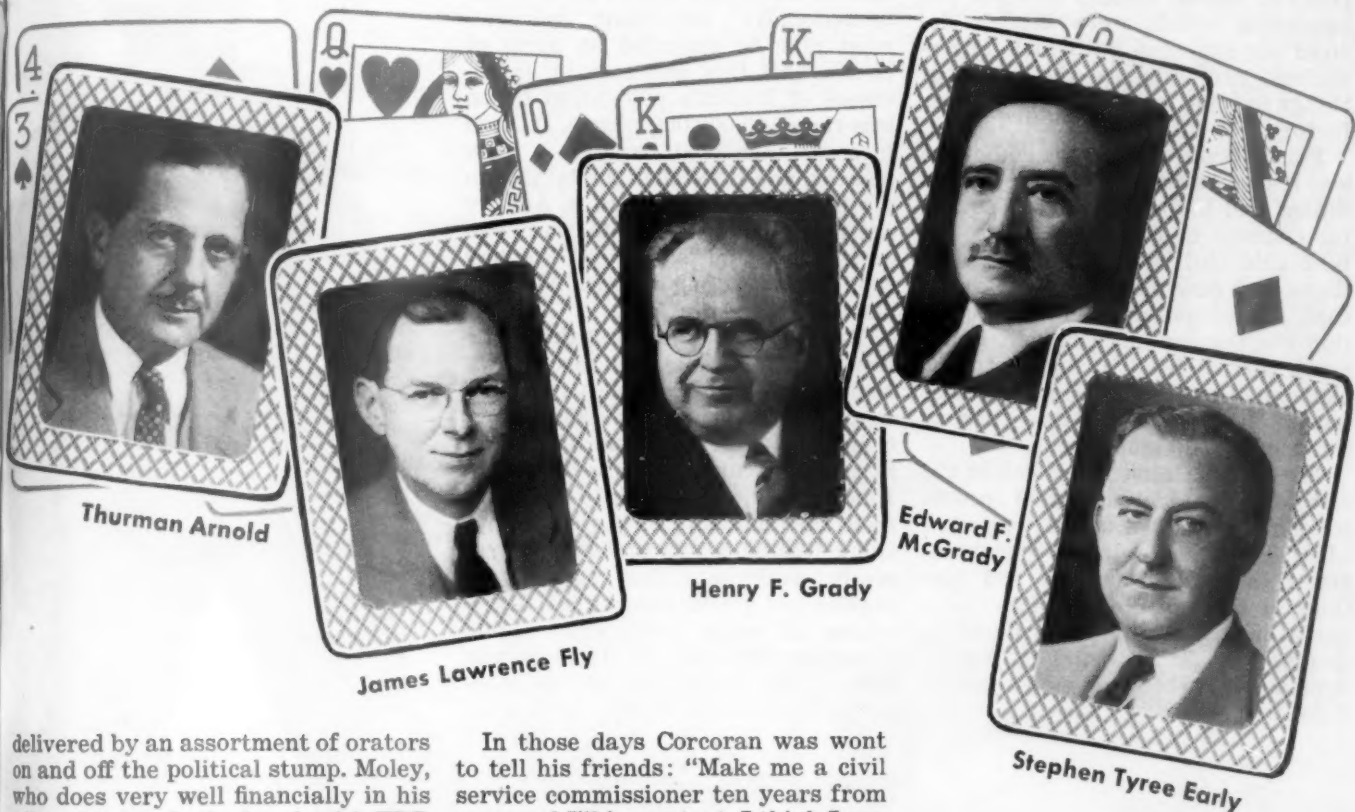
one jump. On quitting his unofficial role of No. 1 braintruster he teamed up with the amiable though somewhat confused Vincent Astor, inheritor of wealth and fishing host to Roosevelt, in launching the magazine *Today*. Soliciting subscriptions and advertising for his publication was a hazardous occupation in the business world Moley had belabored. New Dealers were long on subscriptions but short on advertising.

When the experiment floundered, Moley stepped into an editorship of *Newsweek*. He also kept his hand in ghost writing speeches by turning out, for the most part, addresses denouncing the New Deal, which were

personable and brilliant young man was smuggled into the White House in an accordion. His manipulation of the instrument and a mellow baritone brought him presidential favor. Soon he was issuing orders to senators, congressmen and officials from the White House, or, at least, claiming to speak from the magic 1600 Pennsylvania Avenue address. He played a prominent part in drafting the Securities Act of 1933, the Securities Exchange Act of 1934 and the Public Utility Holding Company Act of 1935. Now, in private practice, he is representing men and corporations he denounced in his days at the White House dinner table.

shipbuilder. His activities in the Sterling Products Company, party to the international drug cartel with the powerful German I. G. Farbenindustrie, and other legal deals have been thoroughly and competently explored by Alva Johnston in a series of three articles in *The Saturday Evening Post*.

It is strange that Corcoran alone of the Washington fraternity of "lawyers' lawyers" has had his legalistic lobbying subjected to congressional inquiry and laid before the public in pitiless publicity. He himself attributed the exposure to powerful enemies he made in the White House and not among business men he hit



delivered by an assortment of orators on and off the political stump. Moley, who does very well financially in his editorship, made the break with FDR complete by turning out a biography of the genesis of the New Deal, under the title, "After Seven Years." Mr. Roosevelt could never forgive him that, either.

Two other members of the dinner party are also doing well on the outside. These are High and Corcoran. High, former member of the Methodist Mission to China and prohibition thumper, is a roving editor for *The Reader's Digest*. In this and other magazines he has drawn on his White House association profitably and, curiously enough, largely to lambaste the New Deal.

Corcoran's story has figured prominently in the newspapers and magazines. It needs no detailing here. This

In those days Corcoran was wont to tell his friends: "Make me a civil service commissioner ten years from now, and I'll be content. I think I can do better work there than anywhere else."

A year after he was out, however, this chubby-faced dynamo was telling a Senate investigating committee, "I don't think, Senator, that I have touched a case in the past year for less than \$5,000."

That isn't hay in anybody's law office. Corcoran's salary when he was a White House pillar was \$10,000 a year as assistant counsel for the Reconstruction Finance Corporation. He acknowledged that he had set a goal of \$1,000,000 a year for himself as a "lawyers' lawyer" who knows his way around Washington.

He received fees of more than \$250,000 from Henry J. Kaiser, the

while he was in power. The most powerful of these enemies is Justice Felix Frankfurter, at whose feet Corcoran learned law at Harvard. Pupil and teacher broke over Corcoran's ambition to be solicitor general in 1940 (he forgot the civil service commission in that year) and have been struggling furiously since.

Washington lawyering, according to no less an authority than former Senator James Watson of Indiana, dean of the politico-legalizers, consists in "doing others well." The Washington lawyer, he adds, must be well informed in the law, fearless in the face of work, industrious as the proverbial bee and know the right

(Continued on page 52)



RUSSIA Cannot E

THE SOVIET'S political and social philosophies, it has been demonstrated, do not mesh with her dreams of becoming an economic rival of Uncle Sam

AS WE begin hesitatingly to take stock amidst the helter-skelter of the postwar world, certain changes are appearing which were neither desired nor expected, but which, nevertheless, will influence the shape of things to come more than many other factors.

For instance, toward the end of the war it seemed evident that the United States had become the most powerful country in the world. This has been said and written thousands of times. But now the public is learning that, almost overnight, this assumption has become questionable. It appears that at least in regard to one element of power the United States has suddenly been badly—perhaps irretrievably—outstripped.

The Soviet Union which before the war comprised 170,000,000 people suddenly confronts us as a mass of 315,000,000 people. It has openly annexed three Baltic states and portions of Finland, Poland, Czechoslovakia and Rumania. It is about to annex, by other methods, but no less irrevocably, other regions—the new Poland, the remains of Rumania and

Czechoslovakia, eastern Germany, Bulgaria, Yugoslavia, Hungary and several other bits which, in every internationally important respect, must now be regarded as parts of Russia. All this amounts to an increase of Russia's population by no less than 145,000,000 people. It is an increase achieved within a few months, and it exceeds the total population of the United States. And we are referring here only to European annexations and "satellites." We may soon learn that just as much has been added to Russia in Asia.

These figures do not tell the whole story. Statisticians have also drawn attention to the probable population figures of the near future. It is a fact that in Russia children are being born in great numbers, while in America, as in all well-to-do countries, the number of births is not anything like as great, and is progressively declining. The balance of cradles and graves shows that, in the course of every year, every 1,000 Russians increase to 1,016, while every 1,000 Americans, at the present rate, increase to only 1,006 and,



ot Equal American Production

By LEOPOLD SCHWARZSCHILD

at the rates that will prevail 25 years hence, only to 1,001. Within the next 25 years, the American population will increase to only 150,000,000, that of the Soviet Empire to roughly 430,000,000. By 1970 Russia will rule over a population approximately three times greater than that of the United States. Once again we must note: the inevitable Russian expansions in Asia are not taken into account in these figures.

More people and resources

THE military significance of these facts is obvious. More people mean more soldiers and more workers. Furthermore, Russia's increase in population is complemented by her increase in strategic territories, raw materials, factories, farm acreage, cattle, forests, hydraulic power, scientists and engineers. With regard to many factors of military might the Russian position has been strengthened. But with regard to population, it has been strengthened to a colossal extent. From now on it will be strengthened every year.

Now, the world being what it is, this inevitably implies an enormous and progressive strengthening of Russia's political position as well.

Before the war the Russian system took seven workers to make what, under our system, can be made by one

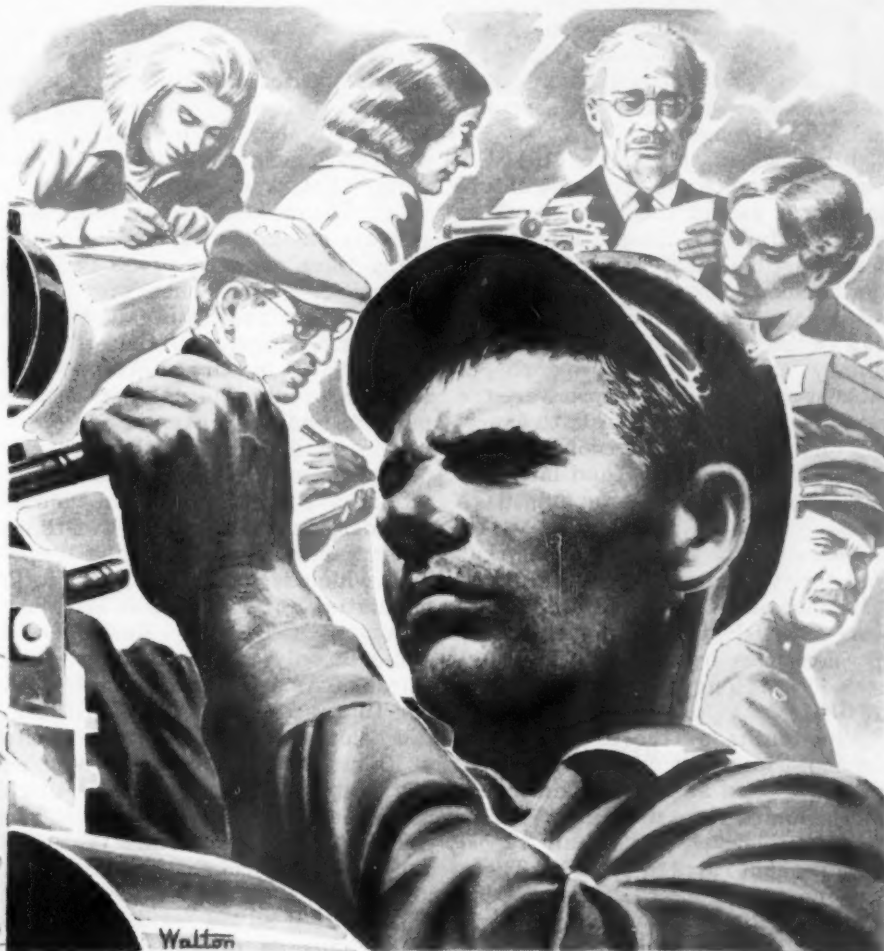
Suddenly, unexpectedly, the United States sees herself confronted with a competitor whose international weight and influence threaten to grow much greater than her own in the course of time. None of the political consequences that this fact implies for America is welcome, and several of the political perspectives are gloomy. It would be childish to gloss over this upheaval in the political structure of the world.

The question arises whether similar consequences are to be feared in the economic field, too. Is it conceivable that the United States can be demoted to a second rank power not only in the political field, but also in the industrial and commercial markets?

In 1939, Mr. Molotov, then Presi-

dent of the Council of People's Commissars, made a speech about the third Five Year Plan. He characterized the general goal of this plan as "catching up with, and overtaking, the United States." At that time, this goal sounded frankly ridiculous—and it was ridiculous. But is it not a serious possibility now when the ratio of the two populations is no longer 130 to 170, but 135 to 315—and will it not be even more so in the future, when the ratio has gradually been transformed to 150 to 430?

I have heard intelligent people raise this question and indulge in astonishingly pessimistic forecasts. Fortunately it can be said quite definitely that in this respect no anxiety is justified. It is just as absurd to conjure up the specter of Soviet Rus-



Walton



sia's economic preponderance, as it is childish to shut one's eyes to the specter of her political preponderance. If anything is certain in this world, it is that, even with a population three times as great as ours, Russia will not economically "overtake" this country; not in ten, or in 25 or even in 50 years.

It is clear why so many people overestimate Russia's economic potentialities at present. Her successes in the war against Germany have confused them.

Was not Germany a country of extraordinary industrial strength? Very well, then, Russian industry must have been approximately as strong. Otherwise, according to the current line of argument, she would not have been able to hold out and, in the end, to win.

Fought on despite handicaps

IT IS time to correct this completely false picture. The truth is that, in this war, Russia's industry was clearly inferior to Germany's. Once again, as has so often happened in history, it has been proved that in war even gigantic economic inferiority can be compensated by superiority of another kind.

War is not a purely industrial contest. In 1812, thanks to assets of a quite non-economic nature, the tsar defeated Napoleon who was economically far stronger.

Likewise, in the war of 1941-'45, assets of a quite non-economic nature gradually swung the balance of the scales in favor of Russia. Russia had inexhaustible masses of people; she had immense expanses of territory, an almost Arctic climate, the morale of a victim of aggression, the extraordinary capacity of her people to subsist on very little. Those were the assets which helped Russia to cancel out her tremendous economic inferiority to Germany—and later the power of the Allies was added to these.

There can be no doubt about that inferiority. American reporters saw the Russian Army enter Berlin. They were astonished to see division after division pass by, which technically seemed to belong to 1812 rather than to 1945.

Nine-tenths of the artillery was not motorized, but drawn by horses, and even oxen and cows. The transport columns were a conglomeration of primitive vehicles of all types, from peasant carts to old cabs. There was no resemblance between the equipment of these victorious divisions and the equipment of the de-

feated Germans, let alone the Americans.

Most decidedly, Russia's victory does not prove that the victor has attained anything remotely resembling the industrial level even of the vanquished. Far from it! And Russia's military victory does not in the least shake our conviction that she will not, within any foreseeable period, attain the amount, variety and quality of American peacetime production.

More labor needed

THE most elementary reason for this is that in Russia every manufactured article requires incomparably more labor power than in America, and that there is little prospect of fundamentally narrowing this gap. Before the war, the Russian system required an average of 700 men to produce an object which, under the American system, requires an average of 100 men. Without doubt, this prewar gap will be widened in the first postwar years. But let us regard the prewar state of affairs as that of today. Then we can express it numerically by the equation: one American worker = seven Russians.

This equation is obtained when one takes into account the production of both countries, agricultural plus industrial, before the war—when one takes into account the different size of each population—when one considers that every grown-up Russian was on some kind of pay roll, while roughly one-half of grown-up Americans were engaged in no "gainful occupation"—and when one allows for the fact that Russian working hours are longer. All these factors are included in our equation: Seven Russians were required to produce as much as one American.

The implications of this are evident. How great would Russia's population have to be to reach the volume of American production? Seven times greater than that of laboring America (which is one half of our total population) or 470,000,000. With her present 315,000,000 Russia will achieve only approximately two-thirds of America's production; with her future 430,000,000 she will still fall below it. In any event the fruits of this production will have to be distributed to twice and three times more people than in America.

The question is whether the present productivity of Russian labor will improve in the future. Well, first of all, why is it so low?

One cause is, of course, that Rus-

sia is still inadequately equipped with machines. There is no doubt that the Soviets will push on with mechanization and there is no doubt that an improvement will result. But how much improvement? So far, it has been consistently proved that a machine in Soviet Russia is not nearly as effective as the same machine in other countries.

Big factories with the most modern American equipment were built in Russia—and then they required twice, three times and four times the staff required by the same factories in America. This phenomenon was confirmed by all the experts who were able to study Russian plants. Equally confirmed is the further phenomenon that in Russia a machine goes out of order and is discarded much earlier than the same machine in a western country. It is hard to believe that the tractors with which an agricultural district had been equipped amidst great enthusiasm, three years later lay about, all of them, in repair shops; but this fact was reported in a Moscow industrial newspaper.

What all this amounts to is that the productivity of Russian labor cannot soon be brought up to the American level even by the most extensive mechanization.

Not mechanically minded

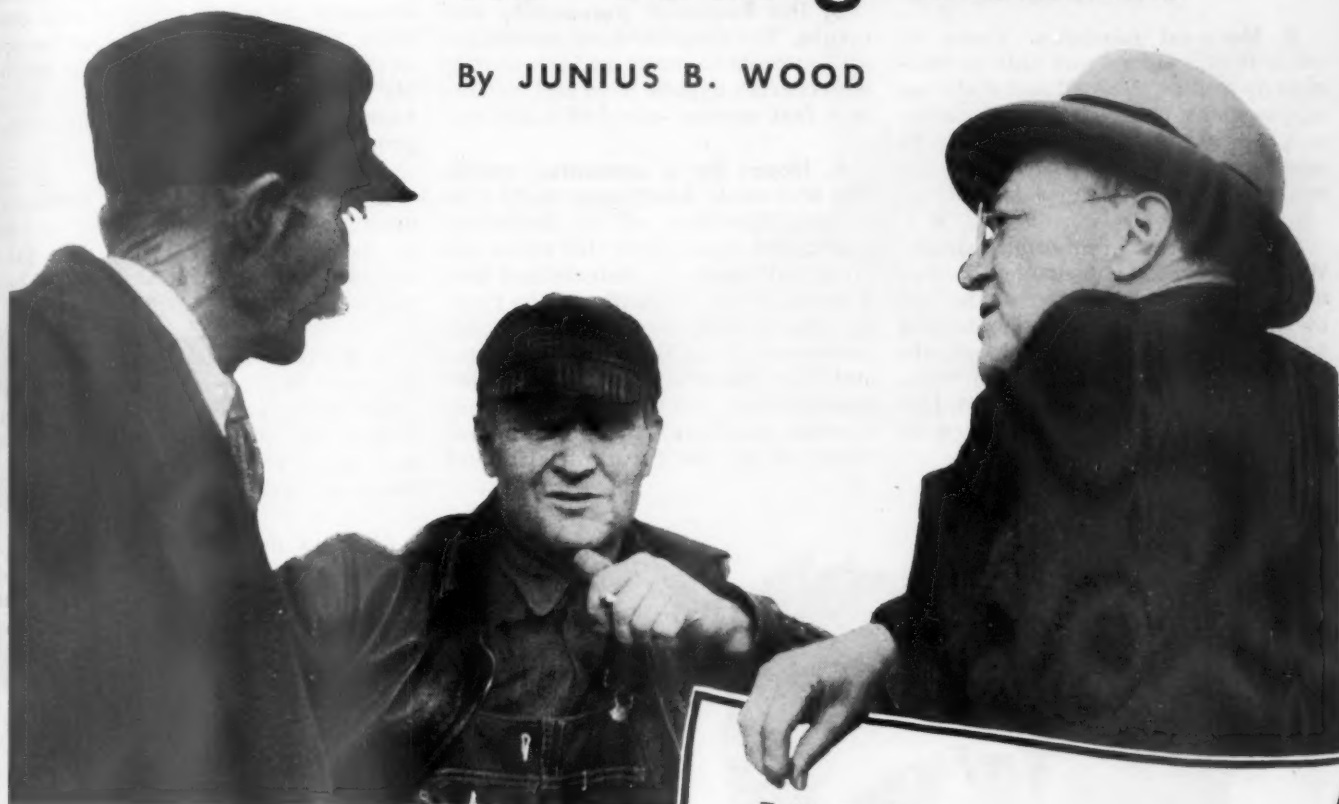
NEXT to the lack of machines, there is the incompetence of the people who operate them. This incompetence is in turn explained either by the temperament of the Russian race, which is supposedly antipathetic to western or Nordic efficiency; or by the technological inexperience of a nation which till only recently was a nation of peasants. Then the familiar illustrations are usually adduced, like that of the stopped-up wash basin in a Moscow hotel, which is tinkered at every few days by a new worker, and which nevertheless remains out of order.

I do not attach much importance to the argument of race. The Russians who two and three generations ago came in masses to America performed their tasks in the mines and factories not very differently from the immigrants of other nations. There have always been highly talented Russian scientists and technicians. But it is obvious that the more truth there is in the race argument the less likely it is that great changes will take place in the near future. National traits are stubborn. Inefficiencies deriving from the Russian national character and still present as late as

(Continued on page 110)

The Midwest Dusts Out Its Voting Booths

By JUNIUS B. WOOD



J. W. McMANIGAL

THE MIDDLE WEST, with its farms and industry of average America, is looking ahead to Nov. 5, 1946. On that day the United States will hold its first peacetime election since 1938, and the entire world awaits the decision.

The 80th Congress, a new House of Representatives and one-third, or more, of the Senate will be chosen. In addition, governors will be elected in 35 states, possibly in more if vacancies occur in the meantime.

The people will not elect a President but the vote will be a verdict on the war years and on the months which have followed. More important, the voters' reaction on national issues will chart our nation's course for the future.

Though the decision is 11 months away, the outstanding issues are clear. Party leaders, always hopeful for an eleventh hour stampede, hesitate to commit themselves. Ordinary people—farmers, factory workers, merchants, clerks, clergymen and employers—know what they want put to the ballot test.

Never before has the republic faced so many issues. They affect the daily life of every citizen, in the home, and at work. Even the destinies of distant countries are in the balance as our nation steps into a broader role in international affairs.

While individual opinions on what is best for the nation are influenced by personal interests, by organiza-

VOTE! VOTE!

THE RISING ISSUES

1. Lower Taxes or More Spending
2. Subsidies or Free Markets
3. Government Controls or Freedom
4. Mutual Trust or Militarism
5. Reelect or Change Administrations
6. World Collaboration or Power Blocs

tion or party, agreement is general in picking the broad issues. They are:

1. Government spending. Wars must be won regardless of cost and debts. That has been done and the country again is "cash conscious." Taxes, the political perennial, tap every pocket and the people demand less spending.

2. National subsidies. These include farm parities and aids to business as well as national and state unemployment benefits. Though farmers and city workers are their own best customers, they do not agree on who deserves government bounty.

3. Intervention in private business. With production no longer a war necessity, business interests incline to the view that prices, quotas and wage disputes, for example, should cease to be a concern of government. On the other hand, labor organizations favor more government controls.

4. Universal military training. The argument will increase in intensity with slight chance of Congress risking a decision before the 1946 election. Millions of returned service men and women, casually accepted as the "voice of experience," will have more influence than resolutions of organizations.

5. The Roosevelt personality and record. The issue in three campaigns still appeals to many in both parties who cherish bygone likes and dislikes in a fast moving world of realities.

6. Hopes for a contented world. The war made Americans world conscious. Promises of a peacetime world with equal rights for small and large nations have materialized into a world of power politics to be ruled by the United States, the Soviet Union and Great Britain with France and China receiving occasional honorable mention. After the London conference deadlock, many even are skeptical of the future health and

good influence of the newly born United Nations Organization.

These are issues which, observers in the Middle West believe, will endure until the election. Others, which may lose importance or disappear in the coming months, include:

1. Pearl Harbor. While the public demands the whole story of that disaster, the chief actors are no longer in office and disclosures, while possibly fixing the blame, will not bring back what has been lost in lives and property.

2. Sixty million jobs or 8,000,000 unemployed. Popular opinion backed by its own observations is that jobs are here for those who want them but prophecies for 1946 differ widely.

3. Strikes. Unless they flare into nation-wide disorders or paralyze all production, they will be accepted as a fight for more pay for less work and as a vacation after the long hours of wartime jobs.

4. Bring the boys home. At the present rate of demobilization and with transportation available, most of our service men and women will be home and out of uniform before election, along with foreign wives and babies.

Hard to cut costs

WITHIN these broad general classifications, the arguments multiply. All want taxes reduced but differ on how. A bookish friend figures that his six months old baby will pay taxes for 60 years on the present national debt. Many will accept his estimate but differ on what saving can be made to give the baby a few more years "out of the red."

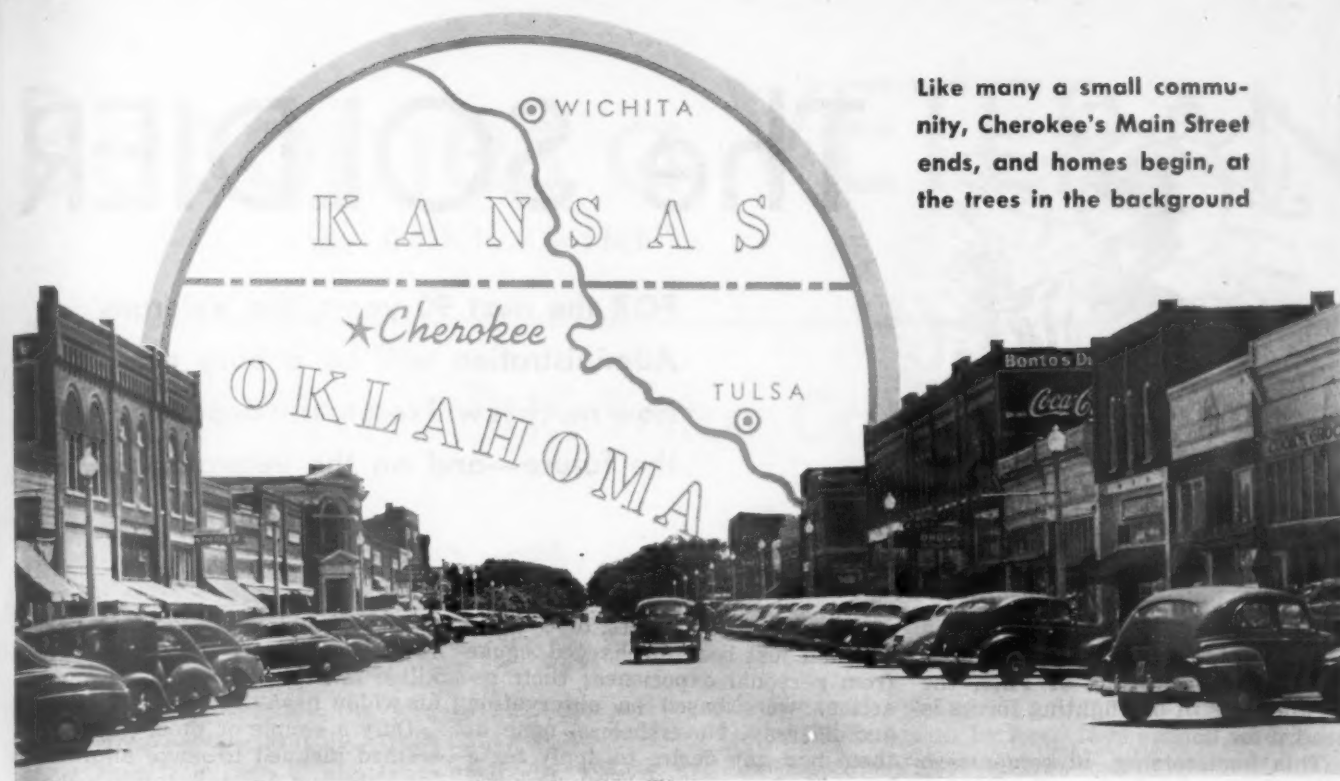
Reducing government pay rolls appeals to those whose names are not on the rolls. Government employees, however, count as votes and are nimble in finding new government jobs as old ones disappear. When the Office of Inter-American Affairs and Office of Strategic Services were abolished, the State Department took over most of their activities and employees.

Employees from the Office of War Information found jobs in embassies and consulates over the world. The Army announces the discharge of 25,000 civilians—presumably in ordinance plants—but excuses demobilization delays on the pretext that it does not have stenographers to

(Continued on page 121)



The President's reorganization of the Cabinet meets popular approval, but women voters would appreciate more recognition



Like many a small community, Cherokee's Main Street ends, and homes begin, at the trees in the background

Where Farm and Factory Meet

By J. GILBERT HILL

A WAR emergency in brassieres which gave a lift to a country town may go down in history as one of the first concrete evidences of a new industrial revolution sweeping America—still to be recognized for what it really is!

An earlier industrial revolution—the invention of power in the steam engine by Watt, of mass production in Hargreaves' spinning jenny, and other developments of the same nature about 1750 to 1800—helped create big cities.

Soon men and machines were collected in a single spot to serve the new god of "Efficiency." Then skyscrapers and apartment houses were born, along with numerous new economic and social problems.

Now, the new revolution may end the dominance of big cities.

Few places in America, perhaps, provide as good a place to study this revolution as Cherokee, Okla., a county seat of 2,500 population, square in the middle of the nation's wheat belt, just south of the Kansas line.

Cherokee never had an industry. Sometimes local boosters vaguely wished for something; but the price of wheat, butterfat, and fat steers, or the demand for young chickens and eggs, after all, was much more important.

Cherokee's main business was buying farmers' (Continued on page 70)

THIS TOWN, which had never boasted a factory, learned how to fit into the industrial picture during the war—and now has jobs to offer its returning service men



PHOTOS BY J. GILBERT HILL

Harvey Bonto and C. O. Doggett carried the ball for Cherokee's first factory, headed the "Uplift Society"



The SOLDIER

FOR the next 90 years, the Veterans' Administration will be a busy place. How much it will cost to run depends on the future—and on the veterans, too

THEY are really beginning to come back now. After a long and hazardous ride on the coat-tails of Fate, the greater part of our fighting forces is headed for home.

This homecoming, in comparison with those of all our other wars, will be the largest—and the best. Throughout the land, federal, state and local governments have established numerous facilities to help the returning veterans of World War II. In addition, hundreds of public and private organizations have also set up machinery to serve them.

Unlike the monarchies of old, when kings, out of the largess of divine beneficence, granted their returned soldiers (particularly the crippled) the exclusive right to beg on the king's highway, our democracy believes that those who have fought its wars should be compensated in a more tangible manner. Hence, the former homestead grants, also our pension rolls, soldiers' homes, disability allotments, bonuses, benefits to dependents and other features of the Veterans Administration—including the current GI Bill of Rights, which sets forth the aids and prerogatives granted by Congress to veterans of World War II holding an honorable discharge.

In an attempt to discover what some of our fighters thought about the various advantages available to them under federal law, a score or more were questioned at restaurants, bars, cocktail parties and on trains. The answers given were to this general effect (only stronger):

"A pox on the Veterans Administration! They're too old-pokey down there. I hope I'll never have to have anything to do with 'em."

It is only fair to add, however, that

not one of these soldiers, of whom a few had just been discharged, spoke from personal experience; their reactions were based on observation and hearsay. Nevertheless, none of them had any desire to apply for a business loan, a veteran purchase-preference for obtaining surplus commodities, a vocational rehabilitation or educational allotment, for medical or dental care or any other benefit to which they were entitled. But then, like the great majority of returning service men, not one of them was handicapped—and all were enjoying the best of health. Unlike the majority, though, each had finished with his education and had a good job to return to.

Time-wasting forms

IN answer to the question, "Do you expect to apply for a GI home loan?" their collective remarks came to this: "Sure, if there is not too much red tape connected with it. Prices are rather high right now to build or buy, but later on—well, why shouldn't I? I'll be paying for it, whether I do or I don't."

Asked what they thought should be added to the "Bill of Rights"—and what the Veterans Administration should do—to gain their respect and approval, the boiled-down, general feeling was that the "Bill of Rights" was okay.

"The disabled are entitled to all that can be done for them," remarked one Eighth Air Force flyer. "And if a vet wants job training or an education, give it to him. But do it quick! There's too much red tape and delay. Why should a soldier's widow have to fill out countless forms and wait months for her insurance benefits?"

"Hell," sputtered one South Pacific veteran, "one of my buddies was killed months ago on Okinawa, but his widow hasn't received a cent yet!"

Only a couple of those questioned seemed inclined to make allowances for Veterans Administration's shortcomings, due to the progressively heavy demands made upon its services by veterans and dependents of veterans of the war just ended.

Told that the Veterans Administration claimed to be greatly understaffed, and that the new administrator, General Omar N. Bradley, was taking steps to speed up all ad-



Many think the Veterans Administration too "old fogey"

R Becomes a VETERAN

By DONN LAYNE

Past Wars Still Take Cash

War of 1812



IN pensions alone, the War of 1812 has cost \$46,000,000—roughly about \$14,000,000 less than the cost of the war itself. In 1944—129 years after the fighting—a daughter of a soldier was still on the pension list.

Mexican War



THE Mexican war lasted 20 months. Actual fighting took 1,721 lives out of a force of 139,000 soldiers, cost about \$86,000,000. Pensions have totaled more than \$61,000,000. In 1944—98 years after the war's end—65 of the veterans' widows and one child were still receiving government checks.

Civil War



CIVIL WAR battles took the lives of 110,070 Union and 74,524 Confederate soldiers. Cost to the North of the actual fighting was \$3,037,400,000. Pensions now cost \$14,000,000 a year; total paid out to date: \$8,100,000,000. Some 350 veterans, 25,000 widows (including remarried ones) and 1,600 children are still on the list receiving pensions.

Indian Wars



STILL receiving pensions as a result of the Indian Wars, fought between 1840 and '71, are 1,200 veterans, 2,800 widows and 50 children. Total paid for pensions so far: \$93,000,000.

Spanish-American War



THE Spanish-American War lasted 120 days, took the lives of 345 soldiers in battle, cost some \$361,000,000. Its pensioners, some 130,000 veterans, 65,000 widows, 5,000 children, 100 parents (56,000 more persons than the 144,000 soldiers engaged) received \$125,000,000 in 1944. Pensions paid out to the present time exceed \$2,000,000,000.

World War I



LIVES lost in World War I: battle, 53,497; disease and accident, 81,417. Wounded, totaled 201,471. Armed force was less than 4,100,000. Now, more than 581,000 veterans, widows, children and parents get allotments exceeding \$264,000,000 a year. More than \$5,160,000,000 has been paid out in World War I pensions in the past 27 years.

judication, paper work and procedures, another soldier replied:

"The private insurance companies have been shorthanded, too, but most of them pay off their death claims in three days. Why should it take the Government four to six months to do the same? On the same guy, too!"

"I don't know," chimed in another battle-decorated veteran (he had just received his discharge some 19 hours previously), "how much it costs to run the VA each year, but whatever it is, I think all of us ought to insist on a well-run and efficient organization down there. It's going to be the biggest outfit in Government for a long time."

It will also be one of the busiest.

Even during 1944, with various, recently enlarged facilities, the VA found itself hard-pressed to cope with the calls made upon it. Its 90,000 beds (a late increase of some 10,000, with an average stay per patient of four months) were not sufficient; its 95 hospitals and clinics needed 4,000 more doctors and 12,000 nurses; and its insurance services, adjudication of claims and office procedure badly bogged down. All this, in spite of the fact that 10,000 new employees had been added since 1943, and pay roll expenses upped some \$29,000,000 to a total of approximately \$135,000,000 annually.

Expansion needed

FOR the next few years, at least, VA will be called upon to serve only a small percentage of all World War II veterans. Cases requiring disability allotments, payments to beneficiaries, hospitalization, medical, dental and domiciliary care will be relatively few in proportion to the total number we had in the armed forces.

Nevertheless, that "small percentage" will require a greatly enlarged VA. Many of its facilities and offices will have to be doubled or trebled.

How big it will eventually be, and how much money it will spend, depends upon the future. And the future depends upon the veterans.

The immediate future, of course, will see the greater part of our 15,000,000 service men and women turn veterans. Soon, a large percentage of these veterans will become strictly occupied with their civilian problems. Many can be expected to join either old or new service organizations. Other individuals will start their careers as official veterans—selling insurance to other veterans or running for either organization or po-

litical office—or doing all three.

Before long, many of our aldermen, mayors, county commissioners, sheriffs, state legislators, governors, congressmen and senators will be bumped out of office by some up-and-coming veteran of World War II. Some 20 years from now, possibly, one of their members will occupy the White House. No small number will live their lives and prosper on the promises they make to do great things for our "brave soldiers who kept the beast of Berlin from our sacred shores."

Because of the law of averages, some of these veterans will be good leaders, some will be bad, and most of them will be mediocre. But how to tell which from which? Under such conditions, who can tell about the future? Or what the veterans will want? Or how big VA will become?

Cost of past pensions

PROBABLY the best way to forecast the years ahead is to take a look at what the veterans of past wars have been given in the way of compensation. Not including the one just ended, our past wars have created a group of about 745,000 living pensioners to whom the Government sends more than \$405,000,000 annually. (See page 35.)

In the past 129 years, up to June, 1944, the nation has made cash payments of more than \$18,000,000,000 to veterans and dependents of veterans of our war forces. This does not include pensions paid to veterans of our peacetime Army and Navy. Current pensions being paid to 43,000 veterans of our Regular Establishment (peacetime armed forces) and to beneficiaries—6,000 widows, 5,000 children and 8,000 parents—total slightly more than \$23,000,000 a year. The accumulative total, as of June 1944, was \$233,000,000.

In addition to pension expenditures, the Veterans Administration has disbursed vast amounts for other benefits. Before World War I, Uncle Sam did not provide much more than cash and a few homes for veterans. Since then, other advantages have been added, and tens of thousands of veterans have been given out-patient and in-patient laboratory tests, physical and X-ray examinations, operations, medical and dental service, home visits, and hospital and domiciliary care. The annual expenditures for this care increase each year as the veterans grow older.

So far, we have paid more than \$10,000,000,000 for such facilities and services—and will continue to dis-

burse many millions more. (In 1941, three-fifths of the beds in some 80-odd veterans' hospitals were occupied by more than 33,000 neuropsychiatric patients. Care of each World War I casualty of this type costs about \$35,000. Such cases are increasing at the rate of 4,000 a year.)

Higher costs are coming

HOWEVER, what lies ahead will dwarf all these previous costs.

As of June, 1944 some 208,000 World War II veterans were receiving service-connected disability allotments, and 27,800 dependents of deceased veterans had been added to the pension rolls. Allotment and pension payments for the year totalled \$50,000,000—and victory had not yet arrived. The yearly disbursement to meet the veteran needs of 1945 will no doubt run close to \$2,500,000,000. The year 1946 will call for greater disbursements.

The Veterans of Foreign Wars' bonus plan, if adopted, would add another \$32,000,000,000 to the load.

The hospitalization load of World War II is expected to be about three times the maximum for World War I. It will reach its peak in about 22 years when almost 600,000 World War II veterans may require beds in hospitals during a 12-month period.

Furthermore, along about 1967, some 7,000,000 or 8,000,000 veterans (or their dependents) will be given in-patient laboratory tests, and X-ray and physical examinations; 1,200,000 will require out-patient medical service and home visits; and 150,000 will have their dental needs looked after. This will probably call for \$20,000,000 a year for a generation or more.

In addition, World War II disability allotments may gradually increase to number some 2,900,000 veterans which, together with dependents' pensions, may require an additional \$1,000,000,000 a year.

It has been estimated that, by the year 1948, our annual cost for all veteran benefits will be \$2,889,000,000; and that, without the addition of any more benefits, VA will spend approximately \$180,000,000,000 within the next 60 years.

Moreover, the 15,000,000 members of the armed forces of World War II, together with their families and loved ones, constitute a powerful constituency. If the majority of them want the Government to do something badly enough, it will no doubt be done. If times are prosperous, the various veteran organizations may not ask for anything more; if times

(Continued on page 109)

Diabetes usually permits normal



living, though insulin injections are often needed. When the pancreas stops producing adequate insulin, diabetes starts. Cells of the pancreas, located just behind the stomach, normally manufacture the insulin the body needs to store and burn sugar.



If you're plump and middle-aged...

...watch for diabetes! Be on the lookout for these signs:

- 1. Constant hunger** and loss of weight, despite overeating, because your body can't make use of the food you eat.
- 2. Continuous, or aggravated, thirst.** Because the kidneys are working overtime to dispose of excess sugar, you try to replace the water lost.
- 3. Weariness and irritability.** Because your body is unable to make proper use

of food and water, it tires faster. Boils and carbuncles are often an indication of diabetes, particularly in older people.

These three conditions are indications of well-established diabetes, but are often absent in early or mild cases. Accordingly, it is important for everyone with a family history of diabetes—all the more if overweight—to have an annual physical examination, including urinalysis.

Twenty-five years ago diabetics were

virtual invalids, subjected to a drastic near-starvation diet. But with the discovery in 1921 that injected insulin could add to the diabetics' own supply, medical science gave them a new lease on life—and a pleasant one.

If you are diabetic, your faithful, intelligent co-operation with a physician will enable him to control the disease through *diet*, *exercise*, and *insulin*. While injections of insulin won't cure diabetes—as yet there is no known cure—they will supply this vital substance and thus enable you to lead a practically normal life.

To learn more about diabetes and its treatment, send for Metropolitan's free booklet, 125-P, entitled: "Diabetes."

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TO EMPLOYERS: Your employees will benefit from understanding these important facts about diabetes. Metropolitan will gladly send you enlarged copies of this advertisement—suitable for use on your bulletin boards.

Serving You Costs Him Money

By GERALD MOVIUS

EVERY year he hauls about \$2,000 out of his own pocket for the dubious pleasure of holding his job. He hasn't had a raise since 1925. He gets no pension when he retires. He gets no *per diem* when he travels, and his travel pay is just enough to squeak back and forth between home and headquarters—once every two years.

He can't strike, and he hardly dares to squawk.

And who is this fellow who tolerates such goings-on while other labor almost everywhere is snagging raises right and left?

He's your Congressman—your member of the House of Representatives from your district or the Senator from your state. He's the cheapest help for the size of his job in all

\$10,000 MAY SEEM a large salary in some places; but it happens to be roughly \$2,000 less than a Senator or Representative must spend if he is to live in Washington and meet the ordinary obligations imposed on him

\$15,000, and a third asks \$12,500. Members of both House and Senate receive \$10,000 annually now.

At the moment, it looks as if none of these bills would get beyond committee approval this year. What the idea needs is a boost from citizens who like our legislative system and want to see it function at its best.

It's a cinch none of these pay-raise bills will get anywhere if so much as

others, is afraid to do anything for itself.

The question for the thinking taxpayer is not entirely whether members of Congress deserve more salary, although the element of fairness does enter into it in a large way—

The question is this: Is it good or bad business to pay Congressmen (a term which includes both Senators and Representatives) vastly less



Your Congressman finds that \$65 for air mail is not enough, that he is expected to pick up visiting constituents' checks, that when his force is paid he may need carfare . . .

the federal service, but—perchance—the most expensive, too, just because he's underpaid.

Several bills are before this session of Congress to raise the pay of members. One asks \$20,000 a year, which is what President Truman, a former Senator, recommends; another asks

a pop gun of protest from the public is heard in the land. A few years ago when Congress proposed to vote itself what some persons immediately called pensions, Congress ducked, crawled, retracted, found the nearest hole and dived in.

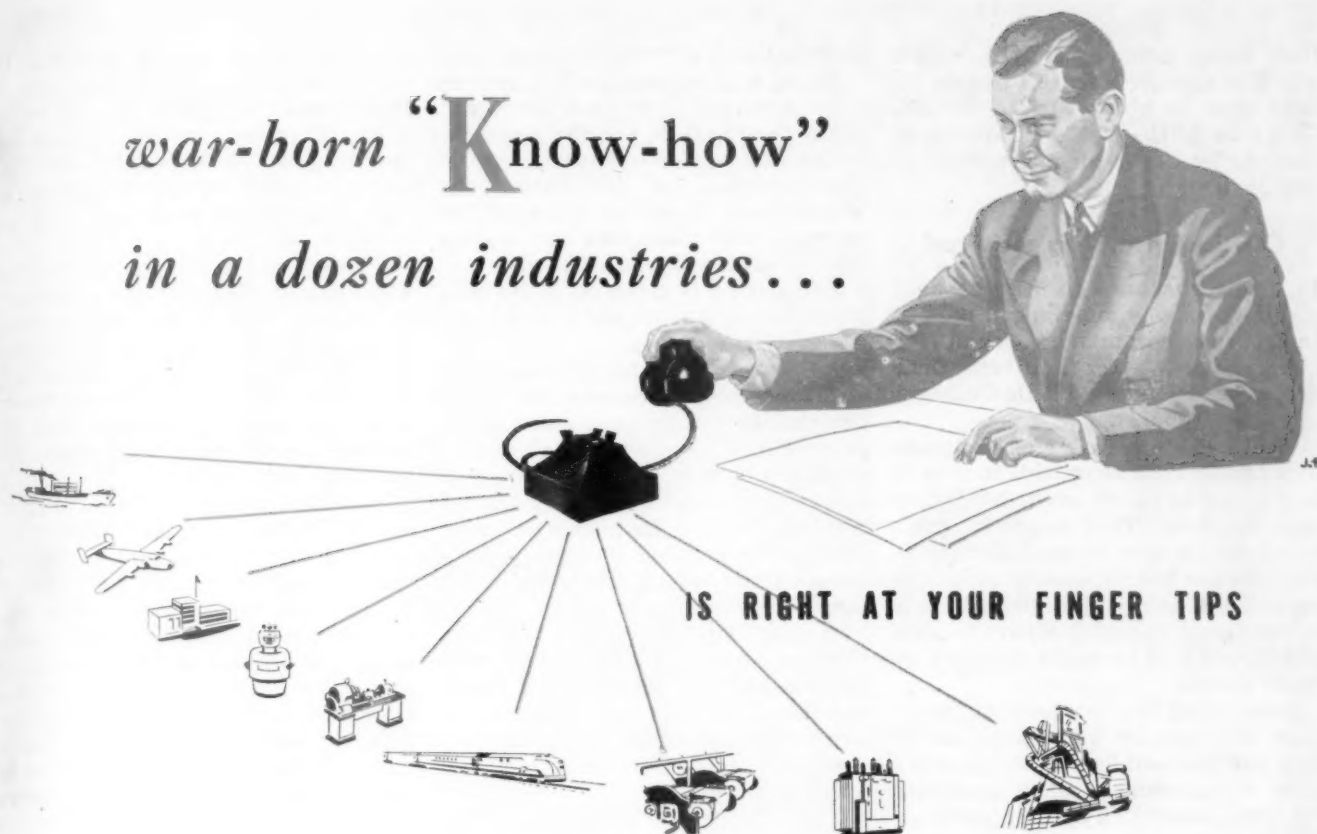
This session of Congress, like all

than lobbyists or labor leaders—or the executives of even medium-sized business institutions?

There are supplementary questions:

Is it good business to have the men who vote the taxes which we must pay receiving less compensation than

war-born "Know-how" in a dozen industries...



Adjustments to peacetime production may require a complete re-conversion of your business. Or you may continue to produce an established product, successfully manufactured and marketed prewar.

In either case, you face new and vigorous competition—from established manufacturers in your field, from newcomers seeking broader postwar markets.

Will your prewar production methods be *right* because they once were? Can a war-born technique be profitably applied to

your peacetime production? What new developments—in power engineering, electronics, metallurgy, plastics, ceramics—can you use to improve products and cut costs?

Finding ways to do things better in a dozen different industries is the daily job of Westinghouse engineers. Not only with electricity—but with steam and mechanical power, with new processes and materials developed to do things never done before.

In this rich fund of industry-wide knowledge may lie a develop-

ment that closely touches *your* product or process. A call to your nearest Westinghouse office will bring an engineer well qualified to discuss *your* problems.

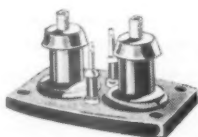
Send for this "Report to Industry"

This 52-page book, just off the press, gives a quick view of war-born methods and equipment which are saving time and cutting costs in a dozen industries. Write for a copy on your company letterhead. Westinghouse Electric Corporation, P. O. Box 868, Pittsburgh 30, Pa.

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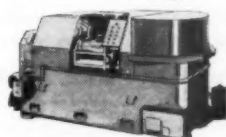


Westinghouse



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You will want to know more about Solder-Seal, the Westinghouse method of joining porcelain to metal with vibration-proof, hermetic seals... for making bushings, terminal boards and similar parts.



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By applying Mot-o-trol, an electronic adjustable-speed drive, in place of conventional constant-speed drive, production on this fin-milling machine for aircraft cylinder heads was stepped up 30%.



... USE X-RAY INSPECTION

By means of the Westinghouse Productograph, a standard x-ray unit, internal inspection of parts may be handled right on the production line, with great speed and complete safety to personnel.

WESTINGHOUSE ENGINEERING SERVICE FOR INDUSTRY

their actual living costs? Congress is going to approve a federal budget for next year of about \$25,000,000,000. Congress is the board of directors, more or less, over the expenditure of this budget.

Outside income is required

IS it good business to have a board of directors who must spend part of their time scratching around for extra change to pay their rent, their grocery bills and send little Cuthbert to college?

The average member of Congress today must have an outside income if he's going to break even, much less save anything. That means he can't spend all his time being a Congressman. He has to earn something on the side. That takes time which he'd rather spend at his legislative chores, and time which he ought to spend on those chores.

Some who are lawyers augment their incomes by such practice as they can find and handle on the side; some Congressmen make speeches for fees; some do a spot of writing;

politics. Most of them are poor men.

Being a Congressman has become a full-time job these past few years. Since Jan. 1, 1939, the Congress has been out of session less than 200 days. Centralization of Government in Washington shows no symptoms of retreat. The taxpayers get uneasy when Congress is out of session.

Legislating is a job all of its own, a profession, a craft and a trade, and it's getting more so.

A Senator of considerable seniority and consequence observed the other day that he thought one asset of the present day Congressman should be an ability to play poker. His own outside income is almost entirely derived from that source. He makes the point that poker-playing inevitably is a leisure time pursuit, hence costs the taxpayers nothing.

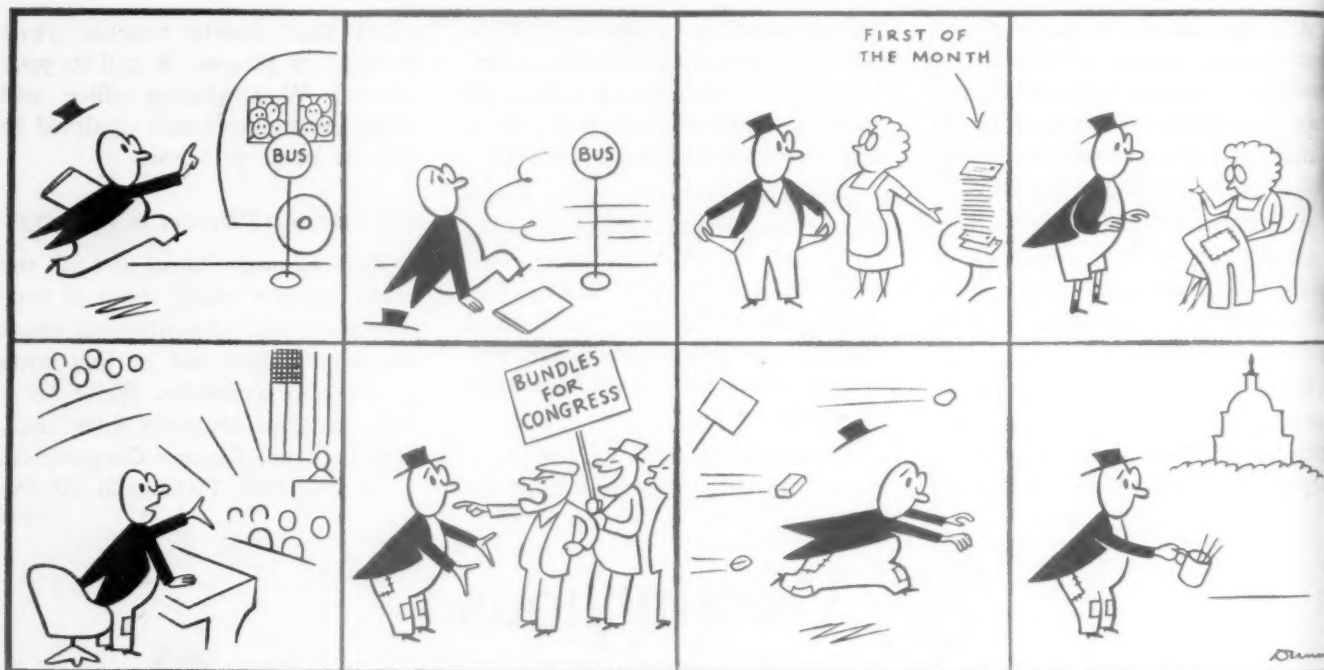
"I can't live on my salary," says he. "I'm gone from my state too much to take on any law business out there, and I can't practice in Washington on any matter having to do with the federal Government (that is forbidden), so—I play poker."

Hark also to the testimony of the

honestly have a misconception as to what the emoluments of the office of members of Congress are. A lot of them think we are paid all our expenses. A lot of them think our food and our quarters are furnished. In fact, some people think we live in the White House."

(Thousands of letters intended for members of Congress are addressed in care of the White House every year, probably under the impression that the White House is a sort of federal dormitory. One, in recent weeks was written by a woman who described herself as a high school instructor in civics!)

Said McCormack: "We work 12, and 17 hours a day. And we do it because of our interest and love of our work. Some say 'why do you do that?' I remember when I was elected several years ago, I had a gross income of \$30,000 a year in the practice of law. 'Why do you give that away?' Well, just a state of mind. To render a public service. Some other person goes into the army as a career or he engages in some other interesting activity. . . . We are not looking for



• • because, unlike government officials, he gets no private car and chauffeur. Yet, when he attempts to raise his own pay, the complaint is tremendous. Outside work is the only answer

some play around with one kind of business deal or another. Relatively few have going enterprises at home which pay them anything worth mentioning. A minority of the entire group is, of course, extremely well-off, through inherited wealth or wealth accumulated before entering

Hon. John W. McCormack of Massachusetts, majority leader of the House, before a House subcommittee considering the pay raise bills:

"My (telephone) bill alone last year on matters relating to the conduct of my office was \$1,800 plus. Now most of our constituents in good faith

an increase in salary just because of the money itself, but because it is necessary in order that members of Congress who are not wealthy—and we do not want Congress to be a wealthy man's club—so that members of Congress who are not wealthy

(Continued on page 80)



OUTSTANDING FEATURES

- Metro all-steel body design, assuring long body life, maintenance accessibility and economy.
- More payload space on shorter wheelbase.
- All-truck construction.
- Economy and power of famous International Green Diamond engine.
- Easier handling, less fatigue for driver.
- Greater advertising value because of attractive streamlined appearance, and large body areas for lettering.

America Enjoys the Best Laundry Service in the World

What a welcome the laundryman gets!

And no wonder! The crisp, fresh bundles he brings are a symbol of better living for American women.

What homemaker wants washday drudgery when she can "let the laundry do it" so well, and at such a low cost?

Even during the war . . . with no new equipment and many skilled workers gone, with no new trucks and many experienced drivers off to war, with wartime delivery restrictions and no new tires . . .

the laundries handled a far greater volume than ever before.

Much of this huge hamperful was delivered by rugged International Trucks. The dependable, economical operation of their trucks helped laundrymen keep costs down, and service up.

International Deluxe Delivery Trucks with roomy streamlined all-steel Metro bodies enable drivers to carry more each trip and to work their loads systematically.

Soon there will be plenty of International Deluxe Delivery Trucks with Metro bodies . . . for

the laundry industry, and for every industry requiring trucks that are smartly styled, easily handled and economically operated.

There's a full line of Internationals, each truck built specifically for its type of hauling job. All backed by International Truck Service, the nation's largest company-owned truck service organization.

See your International Truck Dealer or Branch now.

INTERNATIONAL HARVESTER COMPANY
100 North Michigan Avenue Chicago 1, Illinois



LISTEN TO "HARVEST OF STARS" EVERY SUNDAY! NBC NETWORK



BUY VICTORY BONDS
• • AND KEEP THEM

INTERNATIONAL Trucks

Drama Behind the Match

By LAWRENCE GALTON

MATCHES don't look important. But when the Psychological Warfare Branch looked around for an effective propaganda vehicle to carry messages of hope to enemy-held territory in Europe, it investigated every possibility, and then decided on millions of books of matches to be dropped from the air.

Accustomed to high-priced lights, even in peacetime, Europeans welcomed the matches avidly, got all the more inspiration out of the messages on the covers because of what was inside.



Samples are frequently pulled from the match machine for thorough testing

Similarly in the Pacific. Four and a half million packages bearing the message, "I Shall Return—Douglas MacArthur," were dropped in the Philippines prior to the triumphant return of the General. Investigators later reported a big lift in native morale.

Americans take matches for granted. Or used to—before the clerk behind the cigar counter got the annoying habit of saying, "Sorry, no matches." Then things began to pop.

A frugal Vermont housewife painstakingly saved the burned sticks from a box of 360 matches and mailed them to a match company. "You've just got to put new tips on these for me," she demanded. She was one of many.

One matchless customer sent his cigarette lighter in. "If you can't send me matches, send me a new wick, a flint and a can of fluid. You owe me that, at least."



THE average American struck 14 matches a day and took them for granted until the war scarcity showed him how much he had grown to depend on that little splint

The press discovered collectors of book covers. One man, an elevator operator in the Chicago Custom House, boasted that he wasn't worried about the match situation. He had 17,000 books of matches, all full and all different, which he had collected in eight years.

Hardly had Chicago put that on the wires when an enterprising reporter on the Fort Worth Press dug up a Texan who had half a million covers, and New York papers ran photographs of a Brooklynite who had built a model airplane with 30,000 matches.

Statistics ran riot. When they were told that there'd be 200,000,000,000 kitchen matches available during the last year of the war, worried users wanted to know, "Just how many is that?"

Two hundred billion matches, they were told comfortingly—each $2\frac{1}{8}$ inches long under WPB regulations—would circle the earth 269.3 times. Since each match, if nursed a little, will burn about 29 seconds,

Full speed ahead on **NEW** **TELEPHONE EQUIPMENT**

Since the war ended, thousands upon thousands of new telephones have been produced and installed.

Hundreds of miles of telephone cable have rolled out of Western Electric plants to provide more circuits for you.

Central office switchboards and other equipment are being manufactured with all possible speed.

Much of this equipment is extremely complex—not only to make but also to fit into the Bell System network. Naturally shortages caused by four years of war cannot be made up for overnight.

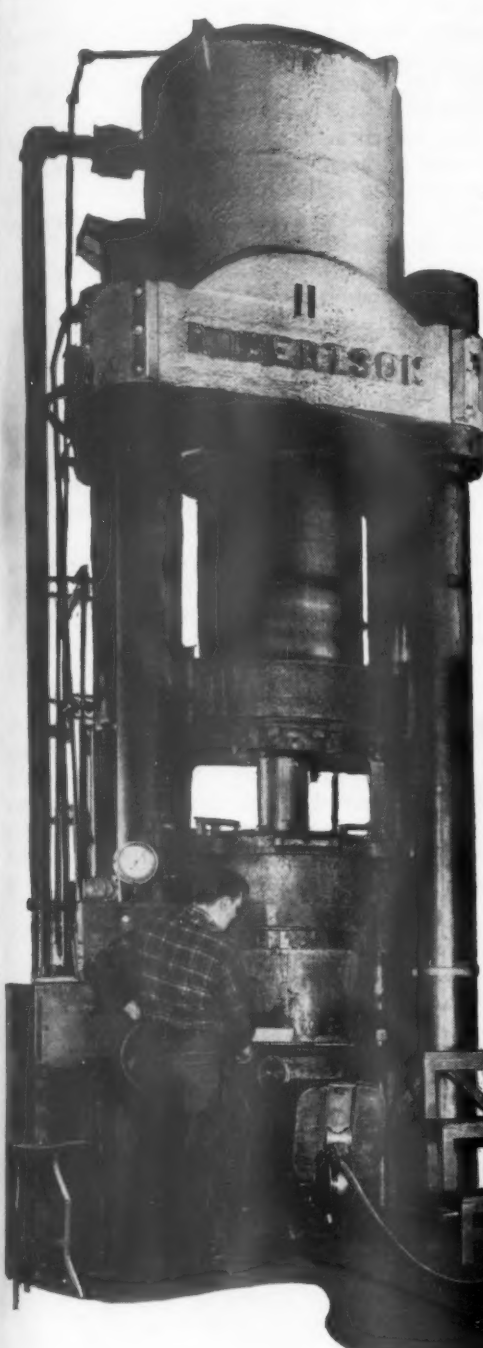
Supplying materials and equipment for the Bell System's \$2,000,000,000 construction program promises record *peacetime* volume and a level of employment at Western Electric higher than in the years immediately preceding the war.

It's a mighty big job, but you can count on us to do it fast and well—with all the "know how" gained in our long experience as supply unit of the Bell System.

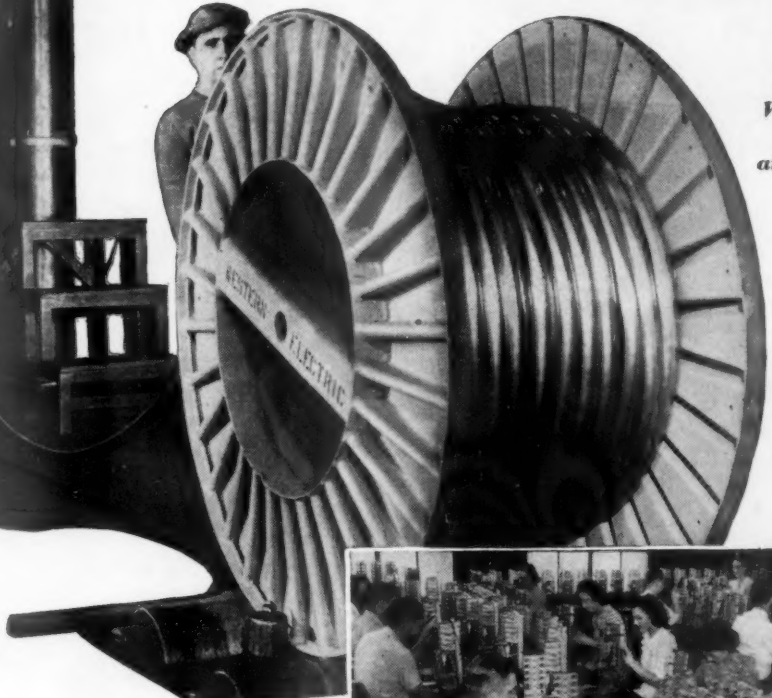
Western Electric

SOURCE OF SUPPLY FOR THE BELL SYSTEM

*Buy all the
Victory Bonds
you can—
and keep them!*



One of many giant presses which apply lead sheathing to the miles of telephone cable needed by the Bell System.



In our factories, thousands of men and women are building complicated central office equipments with all possible speed.



it would take 199,027 years to burn the 200,000,000,000 one at a time. It wasn't much comfort.

Suddenly Americans realized that they used 500,000,000,000 matches in a normal year. That they had been getting a good share of them free. That the average American struck 14 a day, and had spent only 6c a month to do it.

A search for easy fire-lighting

ALL at once what had been simply a splint of wood or cardboard swollen at one end with a blob of chemicals which ignite when friction is applied became an intriguing treasure. It was about time. For the story of the match—full of long search, failures, international battles, intrigue, murder and arson—is most intriguing.

To begin with, ever since man first shivered on earth he has sought an easy means to light his fires. For centuries he didn't find it. Then in 1827, John Walker, an English apothecary, produced the forerunner of the modern match.

It was three inches long and tipped with chemicals. To ignite it, it had to be drawn through a sheet of paper coated with ground glass. And when it lit—the series of explosions showered sparks and gave out an odor so bad that match boxes warned: "Persons whose lungs are delicate should by no means use these lucifers."

Early matches were deadly. Phosphorus, used in making them, crept into workers' bones. Whole jaws rotted away. Children died from sucking on matches. And it wasn't uncommon for wives to dispose of in-

sured husbands by spiking the family soup with scrapings of match heads.

In 1880, a group of manufacturers pooled methods and research, trying for a better product, but results were still disheartening. Biggest disappointment came in 1900 when two French chemists produced a non-poisonous match, using a harmless sesquisulphide of phosphorus instead of phosphorus itself. But the formula failed in American dipping vats though it worked in French.

Necrosis cases continued to mount, the Government began to cast cold glances, and by 1909 there was even the possibility that the industry would have to be done away with. Then one day a stocky, outspoken engineer named William Fairburn entered the picture.

He invented an early form of air conditioning that carried off phosphorous fumes. There were no more cases of necrosis. In 1910, Fairburn discovered the discarded French formula in the files. By January, 1911, he had a non-poisonous match.

The new match did more than eliminate necrosis and accidental poisonings. For some strange reason, the old phosphorous match had been a tidbit for rodents. Numerous fires had resulted. And many unscrupulous people with insured property had had convenient fires with the mice taking the blame.

But even starving rodents wouldn't touch the new matches. It was some time before this intelligence crept into match advertising. And in the meantime, scores of firebugs were trapped in court. To this day, uninformed pyromaniacs blame fires on mice and give themselves away.

But the non-poisonous match didn't end all the troubles. There was "afterglow." A living coal often lingered in match splints. European manufacturers used veneered splints impregnated against afterglow. But American industry was set up to use only rough splints.

In 1912, when New York City



In the early days of the match industry, matches and covers were made by hand. Now they tumble out of a machine



Book matches are assembled, folded and stitched by machine then packed in boxes by hand

Thermopane

REGISTERED U. S.

PATENT OFFICE

The acceptance of *Thermopane*—Libbey • Owens • Ford's transparent insulating unit—has been tremendous! It is timely to emphasize the following:

- 1 *Thermopane* is a registered trade mark of the Libbey • Owens • Ford Glass Company;
- 2 Only Libbey • Owens • Ford makes *Thermopane*;
- 3 Only Libbey • Owens • Ford can call a transparent insulating unit *Thermopane*;
- 4 Only *Thermopane* has the Bondermetic Seal which bonds the panes of glass into one unit to prevent dirt and moisture from entering the dry air space;
- 5 The name "*Thermopane*" can and should be used when referring to the L • O • F product;
- 6 The word "*Thermopane*" should never be used when referring to any other brand of multiple-glazing construction.

We make these statements because the function of a trade mark is to unequivocally identify the manufacturer of a product... and to eliminate the possibility of confusion in the mind of the public concerning the producer of a specified product... and to assure that the customer gets what he orders.

We are sure that architects, contractors and others who are familiar with the superiority and advantages of *Thermopane* will welcome these statements... will refrain from using our trade mark in referring to any construction or product not made by the Libbey • Owens • Ford Glass Company.

We believe that our readers will understand L • O • F's pride in *Thermopane* and our sincere desire to have *Thermopane* continue to enjoy its individuality.

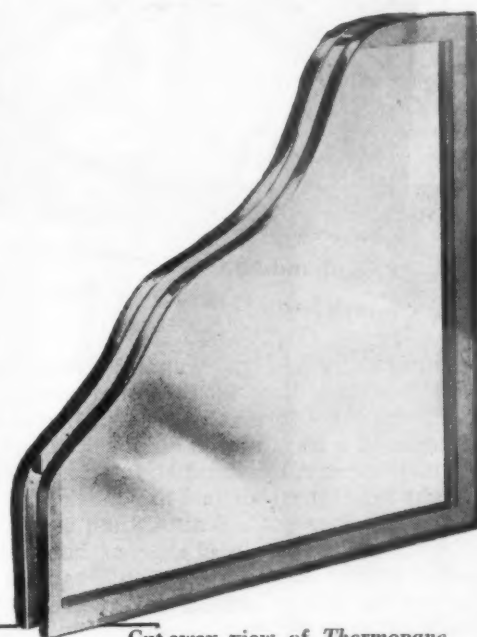
©1945

Thermopane is also available in Canada.



LIBBEY • OWENS • FORD

a Great Name in **GLASS**



Cut-away view of *Thermopane*—the windowpane that insulates.

LIBBEY • OWENS • FORD GLASS COMPANY...TOLEDO 3, OHIO

passed an ordinance requiring all matches sold there to be impregnated, it seemed that American manufacturers were about to lose a rich market. Then Fairburn came through again, finding a way to impregnate American matches.

Paper matches get slow start

MEANWHILE another tremendous development was gathering momentum. In 1892, Joshua Pusey, a patent attorney, invented the great-grandfather of the book match. Within 50 years, America was to come to rely for two-fifths of its total supply on the book matches which, until the war intervened, were handed out "free" at the rate of 196,000,000,000 a year. But the



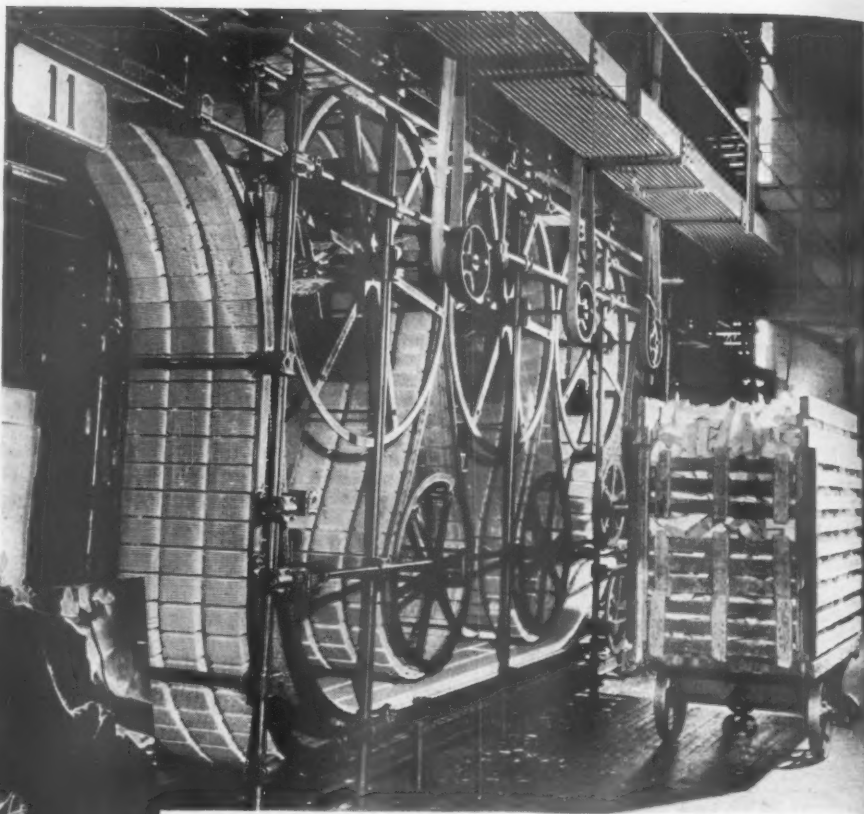
Compounding the fire-producing chemicals for a match head takes longer than making the match

beginnings of the book match were tough. Pusey's gadgets were called "flexible" matches and appeared in much the same format as present books. Pusey put 50 matches in a book and painted his striking surface on the inside cover. Diamond Match Co. liked the idea and bought the rights, but had little luck with its sales.

The late Henry C. Traute, then an energetic young salesman, was put in charge of book sales. He suggested 20 matches to a book and transfer of the striking surface to the outside cover. Traute hit the road. For months there wasn't a sale.

Then in 1896, Traute reappeared at the plant and handed in an order for 10,000,000 books of matches to be emblazoned with the name of the Pabst Brewing Company.

But even that huge order didn't help much. The Americans of the 'nineties were accustomed to the big wooden matches and the flimsy little paper splints left



A match splint is mechanically dipped in a series of solutions and dried thoroughly after each bath

them cold. When the Cremo Cigar Company bought 100,000, it found that its customers returned the matches as fast as they were handed out, and Mr. Luce, Cremo's president, was so incensed that he personally pushed Traute down three flights of stairs to emphasize his irritation.

Traute dusted himself off and, undaunted, trotted over to the offices of the Duke tobacco organization. The bruised salesman was greeted with smiles. When he walked out, he not only had an order for 30,000,000 books but a promise that all salesmen in the Duke organization would help in teaching the public how to use—and love—book matches.

With this under his belt, Traute next tried to tackle the chewing gum king, Mr. Wrigley. But it was no use. Each time Traute neared the millionaire, Wrigley exuded a fog of sales resistance so thick that the salesman was unable to grope his way through.

Gum and matches combination

THEN one day, Traute walked into Wrigley's office and announced: "I don't want to sell you any matches. I want to buy a million boxes of your highest grade gum."

Mr. Wrigley was taken aback. "You planning to sell matches and gum in a combination package?"

Traute admitted he was thinking of something of the sort.

"Then," said Wrigley, "I won't do it. You'd own my gum business before you got through."

"Goodbye, Mr. Wrigley," Traute said, reaching for his hat.

"Now, wait a minute, Traute," urged Wrigley.

(Continued on page 90)

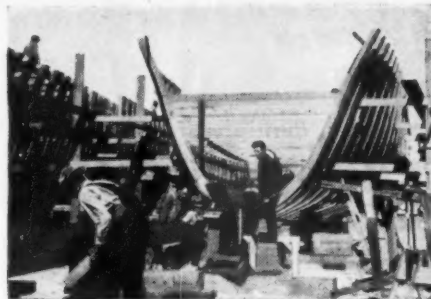
What do You Need to Improve Processing? Here's a Great New Service to Industry!



FACTS ABOUT Process Products Research and Service



The electrical industry uses many Process Products. Instance: Ingredients for wire coatings.



A Process Product from Petroleum is painted on bottoms of wooden ships to protect them from marine organisms.



Manufacture of both carbon paper and typewriter ribbons calls for special products made from petroleum.



Wax emulsions from petroleum improve the water resistance of paper and paper-board used in packaging.

A development of
SOCONY-VACUUM OIL CO., INC.

TUNE IN "INFORMATION PLEASE"—MONDAY EVENINGS, 9:30 E.S.T.—NBC

THIS is a direct invitation to investigate a great new service to all industry to speed processing operations, improve finished goods and lower costs.

It's Socony-Vacuum Process Products Research and Service—hundreds of amazing products from petroleum backed by specialists skilled in application to individual needs.

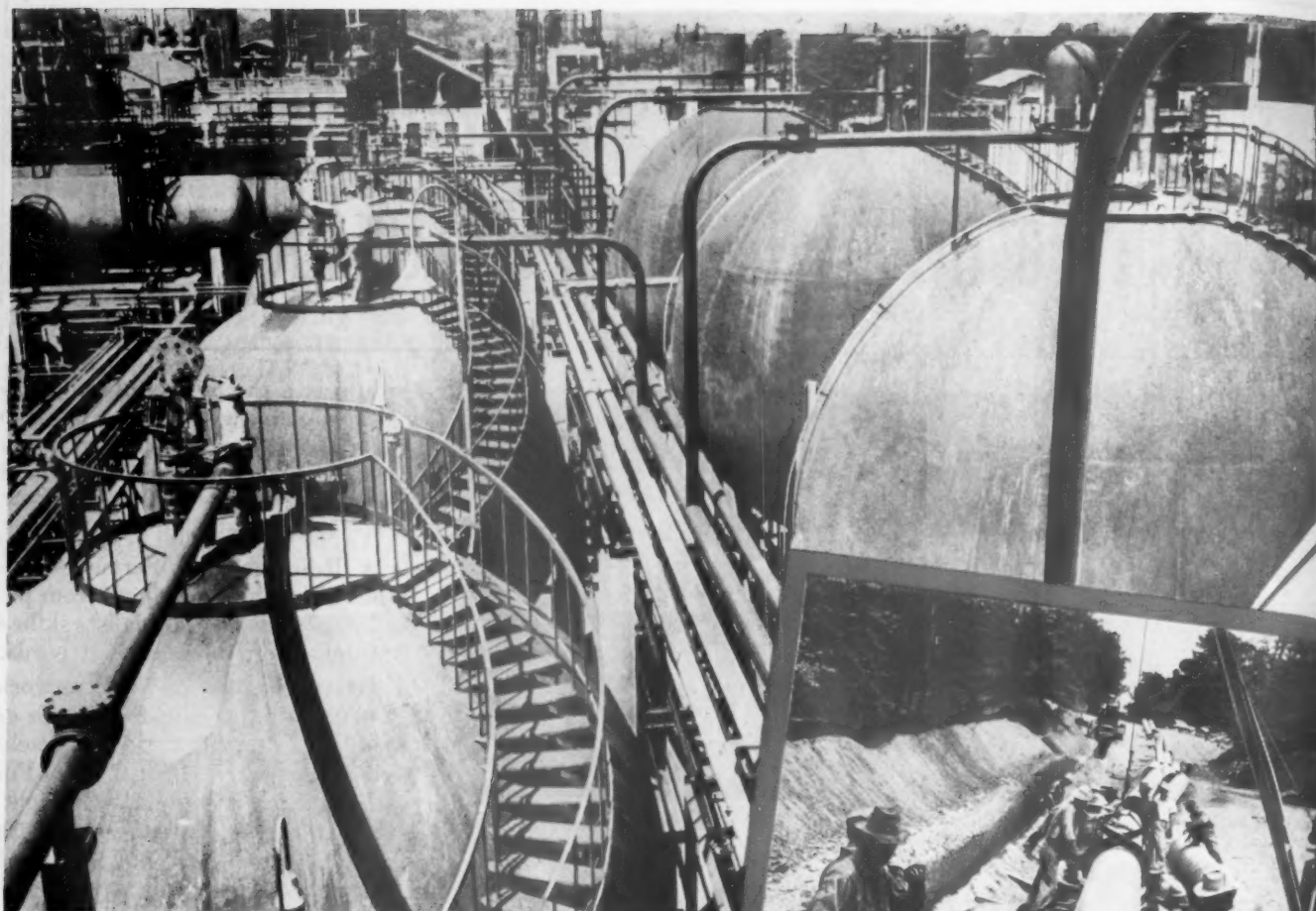
Today, this new service is at work in over 30 basic industries, such as food, paper, textiles, rubber, packaging, plastics, electrical, etc. For tomorrow, there's no limit in sight. New products and new uses for present products are being added all the time.

No matter what you're processing, the chances are that one of these new products will help you. If you need an entirely new product, our specialists will help you develop it. Make the most of this service.

SOCONY-VACUUM OIL COMPANY, INC.
26 Broadway, New York 4, N. Y., and
Affiliates: Magnolia Petroleum Company,
General Petroleum Corporation of California



Among the many Process Products for Textiles are special worsted oils to assure greater output, finer finish.



Storage tanks, other structures, during war were built as auxiliaries to existing plants



The National Defense Pipeline was built for war emergency. Now it's part of the surplus

For Sale— 1,300 Plants

By EDWIN WARE HULLINGER

UNCLE SAM, biggest holder of industrial property outside of Russia, wants to sell plants to those who can make jobs

APPROXIMATELY one-fourth of the manufacturing and industrial facilities in continental United States on V-J Day will go on sale in the near future as a result of the Government's decision to try to sell to private industry some 1,300 plants for which it provided wartime financing.

On the block will go all government-owned plants, ma-

chinery and equipment except those Washington wants to earmark as a stand-by for national defense. Most have been operated by private firms.

Scattered over the country, the consignment includes 83 per cent of all new industrial buildings and plants constructed since Pearl Harbor and 76 per cent of all machinery, tools and equipment manufactured during the war.

In the offering will be more than 1,000 integrated factories producing almost every manufactured or raw product used in industry. The tally-sheet lists 98 per cent of the synthetic rubber industry, 90 per cent of the magnesium and 53 per cent of the aluminum industry, two short railroads, many shipyards—and five coal mines. Present American aircraft manufacturing facilities are ten times prewar; 90 per cent are federal owned.

There are more than a hundred government expan-



Yes, its Engine is still out Front

PROBABLY it is no real surprise to you that the new cars for '46 have their engines out front where good engineering sense puts them.

Certainly it is no surprise to old-time Buick followers that the long, reaching bonnet of this car houses a power plant that is still out front in its field as it is in the car.

It's a '46 Fireball straight-eight that employs the matchless valve-in-head principle used in the engines of every American warplane.

It's a power plant, indeed, which in a fistful of vital dimensions is actually *made to closer tolerances than modern aircraft engines are.*

Put foot to treadle, and in the leaping response of weight-thrifty Fliteweight pistons you find still more lift and life than in the last Buicks to come your way.

It's an engine frugal on oil to the point of

amazement — silkily smooth and ready from the very minute your car rolls from the line.

Yes, in spite of the times, we've found ways to do things to this Buick power plant — things you'll feel and thrill over the first time you can try it out.

The eyes are right in putting this Buick lovely at the head of the style parade; but nowhere more than in the engine is it plain that this 1946 honey is the *best Buick yet.*

BUY VICTORY BONDS

When better automobiles are built

BUICK
will build them

sions of privately owned prewar plants, oil pipelines, machine shop and radio installations in some 65 flying schools, and scrambled equipment which has been leased to various wartime manufacturers. All of these and the plants add up to a total of 2,100 federal-owned pieces of property.

It is the biggest lump disposal of national resources since the millions of acres of farm lands were turned over to private operators in the nineteenth century, and represents the largest block of state capitalistic holdings in existence outside Russia today. The sale is a "light in the window" of the nation's determination to keep our economy capitalistic.

Of immediate challenge is the fact that these facilities provide a sizable reserve of capital equipment, avail-

able for use right away. Consensus in Washington is that most of the plants can be fitted into the peacetime pattern. One informed official believes 85 per cent could be sold, including those which may have to be remodelled for uses pretty remote from the type of production for which they were designed. (An extreme example of the latter is a certain shell-loading plant which a municipality wants to turn into a hospital.) Originally, the properties and equipment cost about \$16,000,000,000.

Surplus mechanical parts

INCIDENTALLY, the Government also owns another stockpile of surplus capital goods—now valued at about \$4,000,000,000—built up during the war, which can be drawn on to

provide some of these plants as well as others with missing gadgets and parts. For instance, the Army bought enough mechanical parts to service our entire air fleet for 50 years without new production. This latter pile is expected to grow to about \$32,000,000,000, when all is turned in.

The Administration hopes to use the sale of plants primarily to speed reemployment, and in one field—aluminum—to oppose monopoly. No property will necessarily go to the highest bidder, although naturally the aim is to retrieve as much of the original investment as possible.

After passage of the Surplus Property Act in 1944, the major selling job was given to the Reconstruction Finance Corporation (directed by Sam Husband, former president of the Defense Plant Corporation). Policies are shaped by W. Stuart Symington, Surplus Property Administrator, in cooperation with Congress and the President. The State Department handles transactions abroad. Uncle Sam owns a few foreign plants, mostly assembly installations—in North Africa, their presence has worried the Arabs and French—but these properties have not yet been put up for sale.

RFC has 42 regional offices spotted over the United States, all in continual contact with each other and with Washington headquarters, through a leased teletype network.

Preparations for today's giant bargain offering began at least a year ago when RFC officials started a reappraisal of all government-owned properties. Sales negotiations with some of the wartime operators began before V-J Day.

Today RFC is actively angling for offers for the whole 1,300 plants, although only a comparatively small

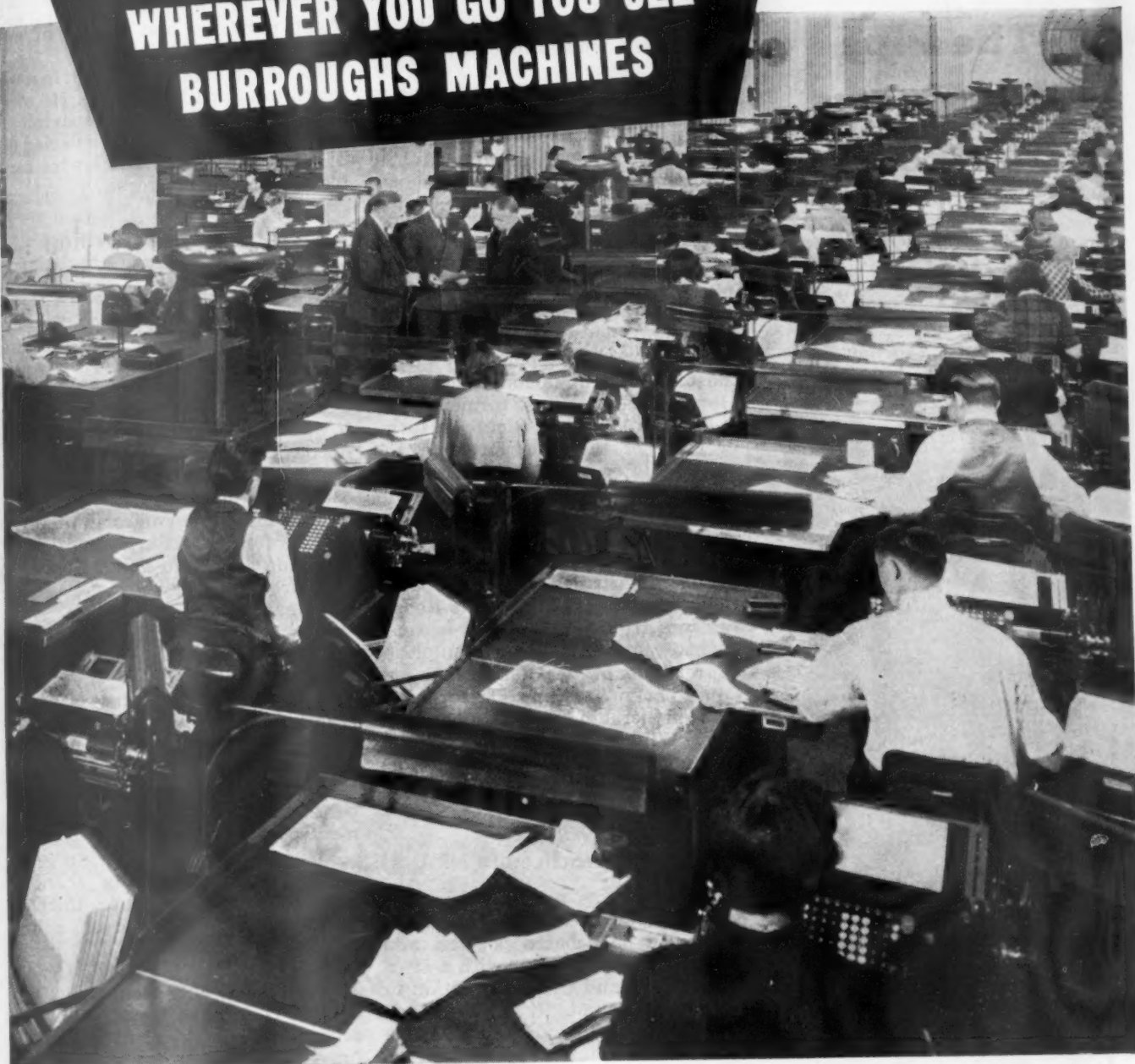
(Continued on page 94)



The war stepped up our production of aluminum more than six-fold. New uses for the metal, such as lightweight boxcar at the right, are now being found



**WHEREVER YOU GO YOU SEE
BURROUGHS MACHINES**



The First National Bank, Chicago—like thousands of other banks throughout the nation—speeds checking account posting with Burroughs machines.

1st
Burroughs
IN MACHINES
IN COUNSEL
IN SERVICE

Step by step, for more than fifty years, Burroughs machines have developed with the needs of business and industry. Bookkeeping, accounting, calculating, statistical, cash handling and other types of machines have come from Burroughs as specialized business needs have developed through the years. Today Burroughs' wide range of machines is serving practically every known need of modern business for time-saving figuring and accounting machines—and matching each need with the specific type of machine to do the required work efficiently. That's one big reason why you see Burroughs machines wherever you go.

BURROUGHS ADDING MACHINE COMPANY, DETROIT 32, MICHIGAN

FIGURING, ACCOUNTING AND STATISTICAL MACHINES • NATIONWIDE MAINTENANCE SERVICE • BUSINESS MACHINE SUPPLIES



The Pipe that Knows No Peer

Emperor

Choice
Imported
Briar



FOR symmetry, for rugged strength, for rare beauty of costly imported briar—here is true perfection.

For every Emperor Pipe is a notable work of art, a masterpiece created in the custom tradition. These are pipes you can confidently discuss with any pipe-lover.

Truly you who own an Emperor possess a pipe that is second to none in America!

The shape illustrated above can be had at
\$3.50 \$5.00 \$7.50

EMPEROR PIPES

Empire Briar Pipe Co., Inc.
608 Fifth Avenue, New York 20, N. Y.

The Old Familiar Faces ...

(Continued from page 27)

people. In a pinch, the last will carry all the rest.

Some years ago Watson went to then Secretary of State Hull in behalf of a client who had \$4,000,000 frozen in England. He urged Hull to intervene in behalf of his client, saying, "If you unfreeze him, it will warm my pockets."

Washington is well represented with lawyers who know the right people. Prominent New Dealers did not wait for opportunity to knock at their doors, but went out of service to hang shingles on opportunity's door. Most prominent among these are Homer S. Cummings, former attorney general; Donald Richberg, former chief of the Blue Eagle of the National Recovery Administration; Brien McMahon, one time assistant attorney general in charge of the criminal division, and now United States senator from Connecticut.

Cummings bailed out of the Justice Department early in 1939, as Roosevelt was growing a bit chilly because his attorney general was an unpleasant reminder of the defeated Supreme Court packing scheme. He formed a law partnership with his one-time aide, William Stanley. Cummings does not look on the Washington legal profession with the humor of Watson.

Theories practiced in NRA

RICHBURG was a leftist from his college days under Theodore Roosevelt when he debated political and philosophical problems "with a stein on the table and the sex question in the air," as he puts it. The New Deal gave him an opportunity to put some of his theories into practice in NRA which was as totalitarian an idea as ever came out of Hitler or Mussolini. Later he succeeded the late Gen. Hugh Johnson, picturesque word slinger, as head of the Blue Eagle.

Richberg personally argued the validity of the organization before the Supreme Court. When the high court turned thumbs down on the experiment, he went into law practice with Joseph E. Davies, former ambassador to Russia and husband of Marjorie Post Hutton Close Davies, breakfast food heiress. Richberg has a large clientele among corporations against which he formerly fought. Among his clients are oil companies whose properties were seized by the Mexican government and Marshall

Field, publisher and master of millions.

McMahon amassed enough in a few years to afford the Senate. He owns several Washington apartments bought from fees paid by a varied list of clients from race track wire services to war contractors.

High pay for writing

PROBABLY the most controversial figure among the New Dealers, Harry Hopkins is doing nicely on the outside. At \$25,000 a year he is impartial chairman of the New York women's coat and suit industry, succeeding James Walker, who also knew what it was to be under critical fire during his days as mayor of New York. Hopkins, who got a \$5,000 a year raise to \$15,000 as special presidential aide, wrote while still in office a number of articles for *The American Magazine*, receiving \$5,000 an article, which is far more than men who make a career of magazine writing receive.

The peripatetic Leon Henderson has apparently settled down to something good in business. The voluble and aggressive economist is on the staff of the Research Institute of America, which is a million dollar survey business. Henderson is well up in the five-figure bracket, which is better than he did in various government posts.

The itinerant Henderson, who had hewed to orthodox economic principles at Swarthmore, Carnegie Tech and Penn's Wharton school, came to Washington in 1933 behind a fat cigar. He bearded General Johnson in his NRA den, which took no little courage. After the roars and desk thumping had subsided and the fumes of the El Roper still hung in the air, Johnson hired the critic of his consumer policy. Henderson's friends like to say that he won his job by outcussing the general, but that's putting it on a bit thick.

When NRA folded, Henderson went to the Democratic National Committee as an economist. He did not do so well there as he is doing now in business. His salary was \$50 a week. From there he moved to Hopkins' Works Progress Administration surveying the economics of boondoggling. He was executive secretary of the Temporary National Economic Committee, Securities and Exchange Commissioner, and Commissioner of the Advisory Committee to Council of National Defense before he got his

biggest job, as head of the Office of Price Administration.

By that time Henderson had unlearned his orthodox economics. He was the national price policeman and official rationer from April to September of 1941 when he was forced out by howls of rage over OPA's sledge hammer policies of "persuasion." Officially Henderson quit because of impaired health and eyesight, but he was cutting rugs with Rumbas and Sambas and gnawing at fat cigars as vigorously as ever the week he quit. His first job was radio commentator for O'Sullivan heels, which association produced a healthy bank account. In addition to researching, Henderson does some writing.

Swamp-draining to Wall Street

ANOTHER man who found unlearning economics under the New Deal the way to promotion and pay is Emil Schram, small town grain man. The soft-spoken Hoosier was given the job of draining 5,000 acres of swamp land along the Illinois River on his graduation from high school. This led to chairmanship of the National Drainage Association in 1931-33 and eventually to the Reconstruction Finance Corporation and its chairmanship. In July, 1941, he was tapped by the New York Stock Exchange. He had been its president since at \$48,000 a year until November when it was increased to \$100,000 a year.

New Dealers have found the bench an admirable springboard into business and fat pay checks. Justin Miller, associate justice of the United States Circuit Court of Appeals, had divided his time between teaching and editing law journals before he came to Washington to join the Roosevelt more abundant lifers. Recently, he doffed his robe to become president of the National Association of Broadcasters at \$40,000 a year—more than three times the \$12,500 he drew as a judge.

Another New Deal jurist to put his robe in mothballs is Thurman Arnold, a colleague of Miller's. Also a law professor, he came to the New Deal on leave of absence from Yale in 1937 to serve as special assistant attorney general in the antitrust division. The active, loquacious trust buster found life on the bench on the dull side and quit after a little more than two years to open a law office. He is reportedly well on his way to being something of a capitalist himself after having hit the institution in his "Folklore of Capitalism." Arnold paved the way toward catching business clients by writing "Bottlenecks

How to Cut Metal Cleaning Time to MINUTES—

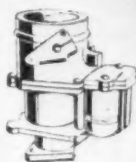
NEW, FAST-ACTION DETERGENT CLEANS FERROUS AND NON-FERROUS METALS... Easy to Handle

War-proved Solvent "26" reduces cleaning time from hours to minutes on dismantled engine parts and all kinds of machinery. Simply dip, rub, brush or spray it on. Then flush clean with hot water.



TYPICAL USES FOR SOLVENT "26"

CARBURETORS



Solvent "26" removes gum, gasoline sediment and other accumulations of dirt.



SPARK PLUGS

Solvent "26" safely cleans porcelain; helps loosen carbon deposits.

REMOVES:

Oil
Grease
Gums
Varnishes
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Paints

Carbonaceous
Deposits
Asphaltic
Products

FROM:

Steel
Cast Iron
Aluminum
Porcelain
China
Chrome and
Nickel Plate
Stone
Precious
Metals
Brass
Washable
Fabrics

METAL PLATES AND SCREENS



Solvent "26" restores clear, clean finish to any metal surface.



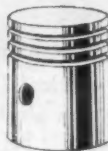
DIES AND STAMPING

Solvent "26" removes drawing compounds from die-formed or stamped metal.

LABORATORY EQUIPMENT



Solvent "26" frees glass and metal tubing and their supports of gums, varnishes and other incrustations or deposits.



PISTONS

Removes lacquers, gums, resins, etc., from gas, gasoline and diesel engine pistons and rings. Also effective for cleaning all parts of dismantled motors, engines and machinery.



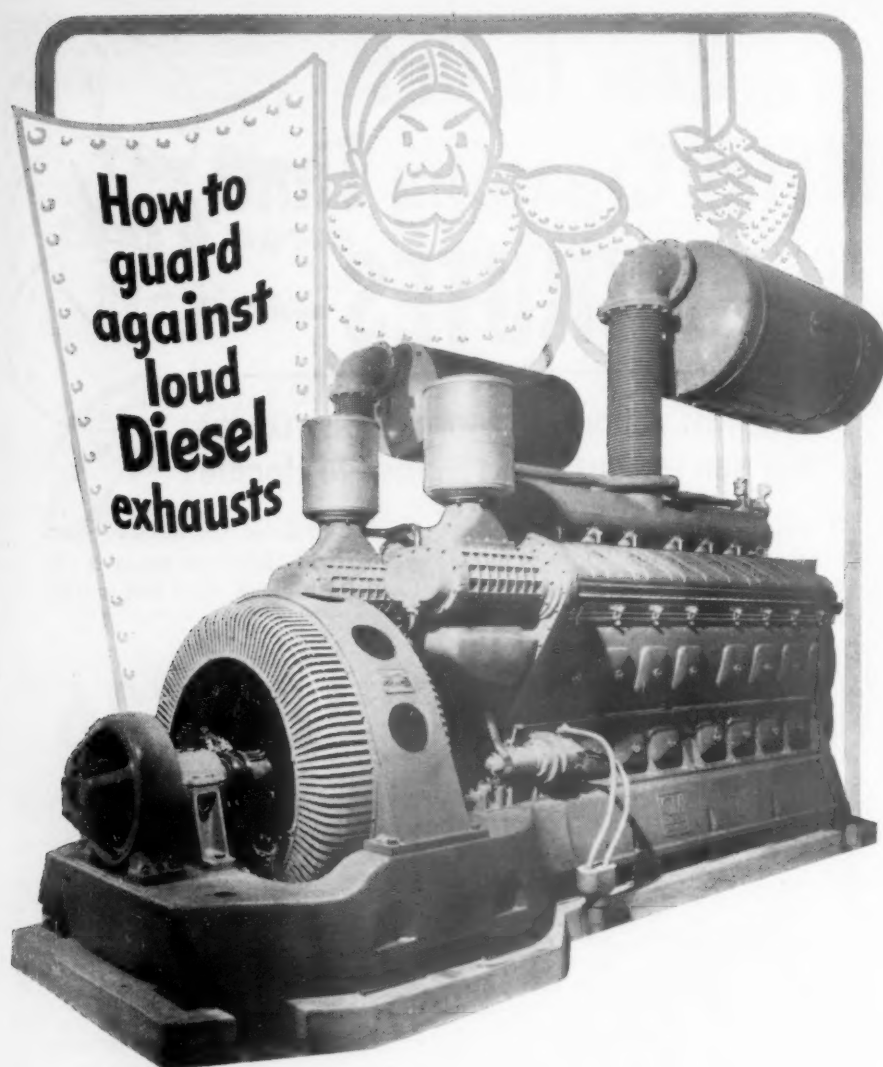
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ARKANSAS FUEL OIL COMPANY

Mail this coupon today for further information.

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Room 539, 70 Pine Street, New York 5, N. Y.
Gentlemen: I am interested in a demonstration of Solvent "26"—at no cost or obligation.

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Diesel engines are big—and noisy. The bigger the Diesel, the louder the unmuffled exhaust. A conception of size can be obtained by explaining that 6,000 horsepower Diesels are common today—while 10,000 horsepower Diesels are just in the offing.

Quieting the loud Diesel exhaust is done best with a Burgess Exhaust Snubber. The explosive "slug" of exhaust gas is dissipated inside the Burgess Snubber so that it reaches the atmosphere in a quiet, steady stream.

The exhaust quieting performance of Burgess Snubbers is so effective that Diesel engines can be used in such critical locations as hospitals, hotels, and office buildings without creating the slightest noise nuisance. Catalog No. 454, describing Burgess Snubbers, will be mailed upon request.

THE SNUBBING PRINCIPLE



The chambers in the Snubber act like a series of thin blankets through which a golf ball is driven, gradually slowing down the fast-moving exhaust "slugs" so they leave the tail-pipe in a smooth, quiet flow.

If you want quiet Diesel operation—be sure your Diesels are Burgess Snubber-equipped. Burgess-Manning Company, Chicago, Illinois.

TYPICAL APPLICATION



The Diesel operated power plant at Marshalltown, Iowa, is Burgess Snubber-equipped. Two Snubbers subdue the loud exhaust noise by breaking up the fast-moving exhaust "slugs" within the Snubber—thus preventing a noise nuisance.

BURGESS DIESEL EXHAUST SNUBBERS

of Business" in 1940 and "Democracy and Free Enterprise" in 1942.

One of the hardest riders of a specialized field of business is now appearing at the bar for clients he once whipped. He is James Lawrence Fly, who began as an attorney for the Department of Agriculture in the days when Henry Wallace was making piglets walk the plank, went to the Tennessee Valley Authority as general counsel, and finally wound up as chairman of the Federal Communications Commission.

In the latter post Fly wielded autocratic powers in the approved New Deal pattern. He left FCC shortly after the conclusion of a stormy House investigation of the agency.

Fly has appeared before the FCC as a private counsel during frequency modulation hearings.

Riding well up on the gravy train is Henry F. Grady, from the University of California. Grady left the deanship of the college of commerce at that campus to cut a few capers as head of the reciprocal trade agreements program.

In 1941 he left the State Department to become president of the American President Lines, formerly the Dollar Steamship Lines. He inherited the presidency from the late William Gibbs McAdoo, for whom the post was created as a reward for faithful service to the New Deal. The post pays \$25,000 a year. It is under control of the administration through the United States Maritime Commission, which owns 90 per cent of the stock of the steamship lines.

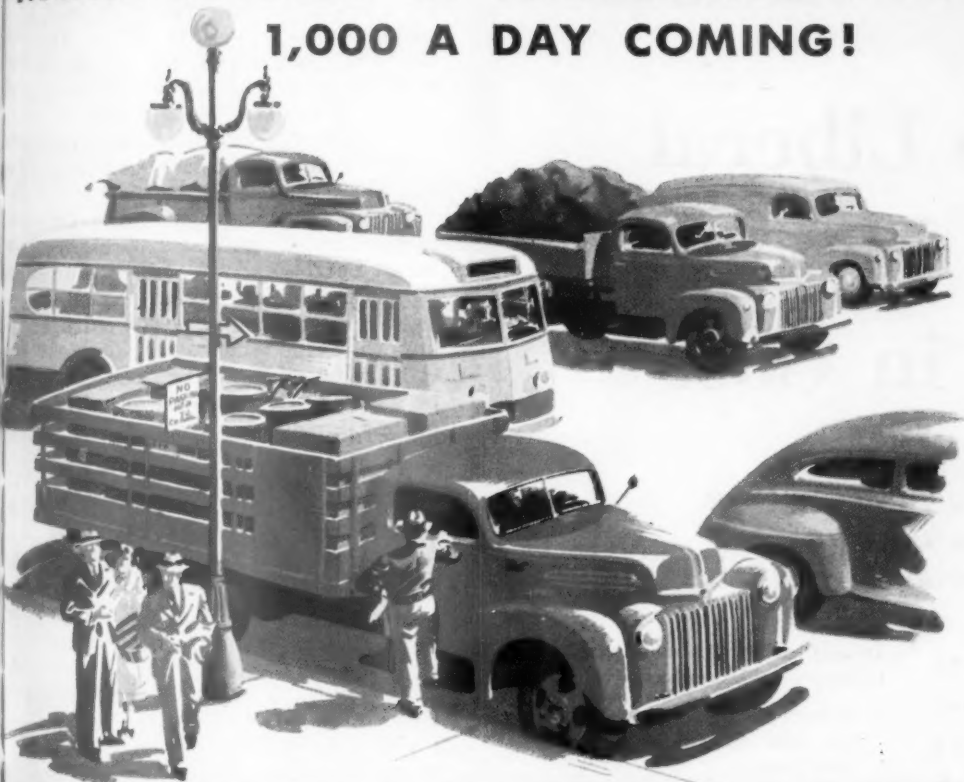
Looking for a bargain

GRADY and a group of associates are trying to buy the stock. One deal was blocked when it was discovered \$11,000,000 was being offered for the stock of a company which has cash assets of \$20,000,000 accumulated in the rich war years. This bid shows that Grady has strayed from New Deal economics which, it would appear, would prefer to pay \$20,000,000 to buy \$11,000,000.

Max O'Rell Truitt, who was chairman of the Maritime Commission in his early 30's at the time the \$25,000 a year plum was created for McAdoo, has done well by himself in law practice. He joined with Cummings and Stanley, bringing a flock of maritime clients to that firm. Truitt is a son-in-law of Senate Majority Leader Alben W. Barkley, which in no wise has hindered him in his prowling around the capital in the interests of his clients.

A collateral descendent of the

MORE MODELS IN PRODUCTION . . . 1,000 A DAY COMING!



You **SEE** more Ford
Trucks because there
are ***MORE FORD**
TRUCKS to SEE!

100 H.P. V-8  90 H.P. SIX

Ford Trucks are America's Number-One choice—proved by registration figures. And if you've ever owned or operated Ford Trucks you know *why* they're favorites. They save you money—in first cost, operating cost, maintenance cost. They are reliable, durable, simple and easy to service. Wherever you go, there's competent Ford service. There's a Ford Truck among the 42 current models and types that will do a good, efficient, economical job for you. Ask your Ford Dealer to tell you about the many new engineering advancements in these new Ford Trucks.

*** YEAR AFTER YEAR, OFFICIAL REGISTRATIONS SHOW MORE FORD
TRUCKS ON THE ROAD—ON MORE JOBS—FOR MORE GOOD REASONS**

32 GOOD REASONS WHY TODAY'S NEW FORD TRUCKS ARE THE GREATEST IN FORD HISTORY

THE ENGINE

1. New aluminum alloy cam-ground pistons with 4 rings each—for improved oil control.
2. New steel-cored SILVALOY connecting rod bearings—provide $2\frac{1}{2}$ to 3 times longer life.
3. Larger capacity oil pump—for improved lubrication and longer bearing life.
4. Rear main bearing oil seal—for added oil economy.
5. Oil filter, renewable cartridge type—to keep oil clean and reduce wear.
6. Removable plate at bottom of oil pan—for easy access to clean oil pump screen.
7. Balanced carburetion—for increased economy and efficiency.
8. Latest type self-washing oil bath air cleaner—keeps out destructive dirt, thus greatly prolonging engine life.
9. Thermostatically controlled exhaust by-pass valve regulates intake manifold temperature—for better fuel vaporization and economy.
10. Intake manifold—improved design for easy vacuum line connections.
11. New sealed-dry, V-outlet distributor—water-sealed, short-proof, air-cooled, trouble-free—streamline-molded of dielectric bakelite.
12. Neoprene-coated high-tension spark plug leads protected by heavy ozone-resistant plastic jackets.
13. New aluminum timing gear—for longer life and silent operation.
14. Valve springs shot-blasted and rust-proofed—for longer life.
15. New stronger piston pins—for longer life.
16. New design interchangeable cylinder heads—for simpler, lower cost servicing.
17. More efficient exhaust valve cooling—for longer valve and cylinder block life.
18. High-efficiency fan—for better cooling.
19. Pressure-valve radiator cap—to prevent loss of coolant and improve engine operating efficiency.
20. Oil-resistant synthetic rubber engine mounts with new design front cups—for longer life.
21. Oil pan divided at clutch housing—for easier servicing of 11-inch clutch.

THE CHASSIS

22. Larger clutch in Tonner truck. 44.7% increase in friction area—for longer life.
23. Four-speed transmission now standard in Tonner—for more efficient operation and longer life.
24. Four-speed transmission, internal spring reverse lock—eliminates latch on shift lever.
25. New-design transmission main shaft splines—to provide positive gear mesh under load.
26. Thrust washers added at ends of four-speed transmission countershaft gear—for longer life.
27. Larger tires now standard on all chassis—to obtain maximum life from present-production tires.
28. Wheel rims uniform wide-base on each model—for better tire life and simplified servicing.
29. Two-speed axle vacuum shift—for easier control and elimination of separate shift lever.
30. Additional sill cross-member at rear of cab—for greater stability and longer cab life.
31. Cab door window glass mounted in metal frame—for greater strength to prevent glass breakage.
32. Larger, adjustable-arm rear-view mirror—for increased visibility and safety.

More Liberal More Flexible Low in Cost

**Compare your present way
of financing with this
Commercial Credit plan**

"The use of your services has enabled us to increase our volume of business materially at a cost which is cheaper to us than other means of financing."

So wrote one of the many manufacturers and wholesalers who have found our Commercial Financing Plan more liberal and more helpful than other methods of financing . . . as well as low in cost.

MACHINERY FINANCING AT LOW COST

Use our Machinery and Equipment Purchase Plan to finance all new or used equipment you buy. Small down payments. Low rates. Balance spread to let equipment pay for itself out of earnings. Details on request.

In contrast with time loans, our plan offers several important advantages:

1. It frees you from worries about renewals, calls and periodic clean-ups of your loans.
2. It gives you a dependable supply of funds at all times . . . liberal enough to meet any opportunity for profit.
3. It involves no interference with your management . . . places no restrictions on your operations.
4. You do not pay interest on borrowed money that is lying idle on deposit . . . and you need not accumulate large cash balances to pay off loans.

This latter fact . . . and our drastically reduced rates . . . help explain why you may find the dollar cost of using our plan so low that you would have to secure a rate of 4½% per annum, or less, on a commercial time loan to keep the cost comparable.

Let us show you how little money costs . . . how much more you can get . . . and how quickly you can get it from Commercial Credit. Write, wire or telephone the nearest office listed below.

COMMERCIAL FINANCING DIVISIONS:

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FINANCING OFFICES IN ALL PRINCIPAL CITIES OF THE UNITED STATES AND CANADA

Grady family of kings in Ireland has also profited handsomely from his association with the New Deal. Edward F. McGrady, former American Federation of Labor representative on Capitol Hill, is now vice president in charge of labor relations of the Radio Corporation of America at \$25,000 a year.

McGrady qualified for his post by four years of service as First Assistant Secretary of Labor under Frances Perkins. Private industry has brought him not only wealth but honors, as he was recently awarded the Legion of Merit for good counsel he gave the Government on labor relations during the war.

Came east to do better

ONE of the most successful New Dealers in the ranks of big business, Warren Lee Pierson, reversed the advice of Horace Greeley and came east. At 37, Pierson was not doing so well in Los Angeles where he practiced law after graduation from the University of California and the Harvard law school. His partner with whom he had a modest law business died, forcing him to take a junior role in an established firm. His small home was falling under the shadow of foreclosure when he came east to join the RFC and scream for the blood of big business.

His screams faded into purrs under the tutelage of Jesse Jones, RFC chairman, who, having more than one dollar, was not enthusiastic over the division of wealth. Under the sponsorship of Jones and Moley, Pierson became counsel and trustee of the Export-Import Bank and later president of the bank. In 1942 the bank arranged a \$25,000,000 revolving credit for International Telephone and Telegraph Corporation, which has large interests in South America. Pierson was made a director.

As president of the bank he traveled extensively making large loans in South America. He also toured Europe and the Far East for financial transactions. Early this year he was made president of American Cable and Radio Corporation, an I.T. & T. subsidiary. He did not take over his duties until last June after playing a part in drafting the Bretton Woods program. Since then honors and the world's goods have come on him thick and fast. He is a director of TWA airlines, All-America Cables and other corporations.

It isn't always the early New Dealer that catches the plump paying job in industry as the career of Stephen Tyree Early, White House

inventory



STOCK on hand: ten toes. What a break if all inventories were as simple to take as this young shaver's!

He needn't worry that some new development will make his "resources" obsolete, that they constitute a surplus, or indicate a shortage. Current value? No concern of his! Nor would he give two safety-pins for a Comptometer.

In the adult world of industry and business . . . where tons of raw materials, a million parts in process, or twenty floors of merchandise must be accounted for . . . inventory-taking is quite a different matter.

There, the Comptometer becomes urgently required, as a fast, low-cost means for turning forests of items into

orderly figures. And more important *now*, it provides today's Management with a solid platform of *facts* from which to launch tomorrow's plans.

The Comptometer, made only by Felt & Tarrant Manufacturing Company, Chicago, is sold exclusively by the Comptometer Co., 1712 N. Paulina Street, Chicago 22, Illinois.



It takes
precision
to make
history

IT TOOK PRECISION to start America's history as a free nation. It was precision that made the Kentucky rifle a weapon of victory for our Continental army. The thread-like rifling of its long barrel gave it a degree of accuracy that left the old-world gunsmiths gaping in envious astonishment.

It takes precision to build Taps, Hobs, Gages, and Special Threading Tools of the unerring accuracy and undeviating quality maintained at Detroit Tap & Tool Co. That standard of

precision will help American industry speed better products from the assembly line at lower costs in the years of peace ahead. All the craftsmanship of Detroit Tap & Tool Co. is ready for manufacturers planning today for tomorrow's better living.

BRING TOMORROW'S GAGING AND THREADING PROBLEMS TO US TODAY

Your copy of "Threads of Destiny," a comprehensive booklet on the development of the machine screw thread, will be sent to you free upon receipt of your request on your company letterhead.



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GROUND TAPS • GROUND THREAD HOBBS • THREAD GAGES • SPECIAL THREADING TOOLS AND GAGES

press secretary throughout the Roosevelt regime, bears interesting witness. For 12 long years, Early saw the zealots desert the New Deal as a lost cause and join the economic enemy. He watched them "cash in" with confessed envy, but was constrained from following suit by a streak of loyalty such as emblazoned the military career of his distinguished great uncle, Confederate cavalry leader, Jubal Early.

When the going got rough in the White House Steve was wont to derive comfort from an offer of \$40,000 a year from a publicity firm so swanky as to use "& Associates" on engraved stationery. He had other offers from people around the White House for purposes most often best known to themselves, but this one was in writing. Most of the others were withdrawn when his chief died, but one, obtained through the good offices of his longtime friend John Jeremiah Pelley, president of the American Association of Railroads, stood.

Early had wrested grudging consent of "The Boss," as he termed Roosevelt, to leave a few weeks before the latter's death. He remained under President Truman to help the new administration get under way and then took the post of a vice president of The Pullman Company at an unannounced, but attractive figure as compared with his \$10,000 a year as presidential secretary.

Big contributor to New Deal

IN his devotion to his President, Early was one of the largest contributors to the New Deal. In 12 years the difference between \$40,000 a year of the publicity offer and \$10,000 a year in the White House adds up to \$360,000, which did not show on the list of party contributions.

These are the top-notch New Dealers who have accepted tempting offers from the business world. Many of them have since condemned the New Deal even more bitterly than those who fought it from its inception. They made the discovery that the more they belabored business while on the public pay roll, the higher came the offers from business.

"What's wrong with whipping a dead horse?" Corcoran is reported to have remarked when he was chided for lashing utility holding companies after the passage of the regulatory act he drew. "It's good exercise."

Whether or not it is good exercise, it is obvious that those who came to Washington to do good need not be concerned about doing well.



Wearing the Customer's Shoes

you find out where they pinch

What are the customer's needs? What are his problems? Some manufacturers may guess — but only the user *knows*! And there's where P&H experience is unique. For here a leading maker of arc welding equipment is a leading user as well. The result — a line of welding products thoroughly proved in the user's hands.

Welding electrodes are a case in point. P&H the user, pioneering in all-welded fabrication for cranes, hoists and excavators, was among the first to feel the need for new electrodes for specific applications. And P&H the maker did much to answer that need. Today's broad line of P&H electrodes is the result of living day in, day out with the practical applications of welding . . . making every possible improvement — always from the user's viewpoint.

Today, P&H experience is entirely at your disposal

. . . to help you design for welded construction . . . to determine the right electrodes . . . to give you full control of welding production, procedures, quality and cost — all with a full understanding of your problems. Here you'll find America's most complete arc welding service, including AC and DC machines and electrodes, welding positioners, electric hoists, and Production Welding Control Systems. Call in P&H, the maker with the user's interests!

Manufacturers of

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ARC WELDERS • EXCAVATORS • ELECTRIC CRANES • **P&H** MOTORS • HOISTS • WELDING ELECTRODES

Thou Canst Not Then Be False to

By HERBERT M. BAUS

DOES your business need public relations in the years ahead? Why?

Public relations—acknowledgement to the public of the social responsibilities of business—has become as integral a part of the modern business organization as sales, production or engineering. In 1920 the word was virtually unheard of, but today almost every American business, association, labor union and government bureau carries at least one public relations operator, by whatever name.

Some have their own public relations departments, some have outside counsel, some have both. The Manhattan classified telephone directory of 1920 didn't mention public relations counsel but listed more than 120 last year. Since then hardly a week has passed without announcement of several new public relations firms in the U. S. In addition most advertising agencies offer public relations departments.

Within recent months such former industrial public relations executives as Verne Burnett of General Foods, Fred Eldean of General Motors, James W. Irwin of General Motors and Monsanto Chemical and G. Edward Pendray of Westinghouse have launched firms of their own.

Matured by World War I and the 'depression, buffeted by mounting public animosity during the 30's, motivated by a new social consciousness during the war years, American business has accepted public relations as its modern philosophy of management: "Do the right thing by people and tell about it."

With a magnificent war production performance on which public attention has been focused by masterful public relations job of social interpretation, business has won back the confidence of the American people—a fact promising more for the future of business than all the accumulated product demand and

wartime savings. The time has come when selling of goods and services displaces production and engineering as the Number One Challenge to American business in its role of major benefactor to the U. S. people. Preparing for this readjustment emphasis, most businesses are now expanding their already unprecedented public relations programs.

Public relations experience

AFTER attaining a lusty growth in the 30's, public relations has been pounded into maturity on the anvil of war. We have seen it become a ubiquitous factor in the business community. In addition, for the first time in history the U. S. Army and Navy established public relations bureaus by that name, developing a total corps estimated by Printers Ink at 48,000. This tallies out at one public relations assistant to every 250

people in the services, actually one to every 2818½ Americans.

The combined military and civilian business public relations establishments afford a pool of perhaps 100,000 persons with more or less public relations experience eager to serve and advise business. Remembering the size of this huge array of persons exposed to the new profession, management will be well advised to be wary when engaging public relations talent. Aspirants are more often artful with words than ready with deeds, and a little public relations sometimes goes to an ambitious man's head. In considering applicants for public relations jobs, the employer may profitably weigh heavily past business experience and actual public relations accomplishments, pay little attention to title or military rank. Never before in history have so many known so little about so much.

Modern public relations is a matter of establishing a business with the public by sound policy, procedure and products put over by personnel principles, publicity, advertising, sales, promotion and personal contacts. Some public relations is aimed with a rifle at specific publics such as employees, stockholder and community groups through special projects and publications; some is aimed with a machine gun at the public as a whole through such means as general publicity and advertising.

Good public relations begins with the people at home; with the immediate family, or employees, and the near-relatives, or stock-



Management cannot expect public relations to cover up business mistakes



se to Any Man



Public relations begin in the plant and go out to everyone whose actions or views may affect the business

Far effects of good deeds

PUBLIC relations works like a stone tossed into a pool; it sends out ripple upon ripple until its effect has extended across the entire surface of the pool.

Recognizing this, most companies have developed a special program of relations with employees. Some, like International Business Machines, concentrate chiefly on employee relations with the philosophy that a sound basis in the family enables the rest of public relations to take care of itself. IBM provides an employee country club with endless recreational facilities, helps employees buy their homes, provides them with every possible benefit.

Dramatically indicating the pres-

ent trend, the number of house organs in the U. S. has risen during the war years from less than 3,000 to more than 5,100. Johns-Manville through the work of John Syme and Howard Allen, its public relations chiefs, opened a new vista of public relations with a special annual "report for employees." Rather indigestible stockholders' reports had been a business commonplace for years, but here was something new which immediately proved itself sufficiently effective that the idea has been taken up by many other companies.

Increasing emphasis has gone into special projects and publications slanted to make employees feel like members of a family or team and realize their opportunities, as individual public relations emissaries,

simultaneously to extend their own prestige and that of their company. An excellent expression of this is found in a typical booklet, "We Call It Public Relations," prepared for all employees under direction of the Shell Oil Company's H. L. Curtis, one of industry's most effective and creative exponents of employee relations: "If every member of the Shell family will just make a few good friends, and will have a good word for his associates and his company, within a year the Shell family will have

RALPH PATTERSON

**GET
THE
POINT!**

It's clean and crisp writing. It's smooth—and strong because the lead is bonded to the wood (*Pressure-Proofed*). Venus VELVETS are favorites in many offices. Try them... specify them!

5¢

Venus VELVETS are better pencils... but only 5¢.



**VENUS
VELVET
PENCILS**

AMERICAN LEAD PENCIL COMPANY, HOBOKEN, NEW JERSEY

thousands of new friends and supporters. And a good, strong, well-liked company is a mighty fine guarantee of a good, steady job."

Perhaps the outstanding example of public relations with employees, because of its size and the fact that it is a pioneer program in its field, is that of the American Telephone and Telegraph Company. Every A. T. and T. employee is painstakingly educated to understand his company and be a good neighbor in representing it. The story is told of a business executive who asked a telephone repairman working in his home, "How come your company keeps up its dividends year after year?"

The man put down his equipment and started, "You see, it's like this. . . ." He gave an accurate account of the phone company's policy—not knowing he was explaining all this to a thrilled A. T. and T. public relations executive.

Reports are more interesting

STOCKHOLDERS' reports used to be perfunctory mazes of statistics and formal language—much too dreary reading for most recipients. Today they are more often made interesting and easy to understand. General Mills goes so far as to dramatize their stockholders' reports in the form of motion pictures taken around the country and presented at local stockholders' meetings. After each showing a representative of the company participates in discussion and answers questions. General Mills is also one of several companies which has presented these graphic reports to the public in newspaper advertisements. This is public relations which sells, and in addition it informs the public how the income dollar is divided between wages and salaries, supplementary goods and services, materials, renovations, taxes and other items before the remnant is passed out as dividends and profits.

The growing trend to streamline and modernize stockholders' reports has been powerfully stimulated by an annual award of merit conferred each year on outstanding reports by the Financial World magazine. Weston Smith, vice president, originated the award, administered by nationally known experts whose work has contributed measurably to improved standards of this phase of public relations.

Advertising, always a tool of public relations, has in late years embodied more and more a public service or "institutional" theme rather than a straight selling line. This

trend will be reversed with restoration of peace and the selling era, but institutional advertising on a grand scale is here to stay because it has proved that it not only builds good will but also sells goods.

Praised for public relations

SO outstanding was the Association of American Railroads' institutional advertising campaign, under the direction of Col. Robert Selph Henry, that it gained the accolade of 500 public relations practitioners, surveyed recently by *Tide Magazine*, as one of America's four outstanding 1945 public relations leaders. The other three were: General Motors, guided by Paul W. Garrett; American Telephone and Telegraph, by Arthur W. Page; and American Red Cross, by Louis G. Boochever.

The railroad association has a public relations staff which produces historical and educational data for schools, provides speakers and movies to civic groups, and actively publicizes examples of railroad progressiveness. But the emphasis which returned the railroads to public favor from their deteriorating position of a decade ago was driven home by the million-dollar-a-year institutional advertising campaign outlined as the highlight of a public relations presentation prepared by the Kudner Agency Inc. in 1936.

The resulting full-page advertisements have stressed positive railroad accomplishments, efforts to serve the public, modernization projects, and for the past four years strategic exploitation of the war-angle theme—pointing up the tremendous job of transporting enough men and goods to supply a major war on two fronts.

Result: In World War I, the government took over the railroads. In this war, people have said: "My, what a wonderful job the railroads are doing!"

The railroads have done a wonderful job. They made it complete by telling people about it—so often and so well that they had everybody talking about it. That is public relations at its best: Do it, then tell about it.

Toilets might be suspected of having no relationship with public relations other than perhaps a grimly humorous one, but U. S. oil companies have made of toilets an opportunity for public service. The Texas Company pulled toilets all the way into public relations by making comfort stations the spearhead of an institutional advertising campaign.

Standard Oil of N. J., whose public relations program is directed by

Rubber Heating!

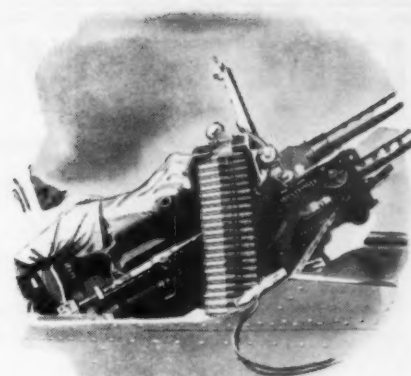
Science, like a magic wand, has again touched rubber, and given it new and useful characteristics.

Called Conductive Rubber, this important product, produced through U.S. Rubber research, transmits electric current and radiates warmth.

During the war, Conductive Rubber served many vital purposes. It was used to warm the guns and instruments of our stratosphere-flying planes; in cold climates it performed similar services on the ground and at sea.

It was extensively adopted too, for the manufacture and handling of high explosives. Because static electricity is automatically discharged, there is no danger of sparks.

Future uses of Conductive Rubber are almost unlimited. It will provide added safety in the production and shipment of volatile fuels; it may be used for truck tires; it may even have an important place in home heating.



Heating pads of Conductive Rubber are used in fighting planes to keep the machine gun or aerial cannon ready for instant use, safe from jamming due to cold.

Rubber now volunteers for a new job... playing nursemaid to baby chicks... leaving the hens to the important task of egg laying. A canopy of Conductive Rubber placed under the hover in this U.S. Rubber designed brooder assures scientifically correct heat delivered uniformly to the entire brood. Losses from temperature changes and from "huddling" are eliminated.

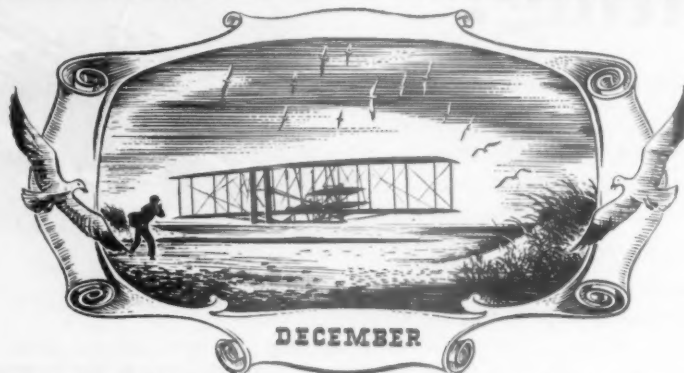


Serving Through Science

UNITED STATES RUBBER COMPANY

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INSURANCE CALENDAR



On December 17, 1903, the Wright brothers at Kitty Hawk, N.C. made the first successful airplane flight—establishing the principles for the control of one of nature's very elements, the air. The control of another element, fire, had long been in progress by such capital stock insurance companies as those in the Fire Association Group, with such beneficial results that today you will find fire-protection the finest, insurance rates lowest, in history.

1945—DECEMBER hath 31 days

"At Christmas let your light shine"

ASTRONOMICAL CALCULATIONS

EASTERN STANDARD TIME

DEC.	Latitude +30°	Latitude +35°
1	6:38 5:00	6:49 4:48
6	6:42 5:00	6:53 4:48
11	6:45 5:01	6:57 4:49
16	6:49 5:03	7:01 4:50
21	6:52 5:05	7:04 4:52
26	6:54 5:07	7:06 4:55
31	6:56 5:10	7:08 4:56

DEC.	Latitude +40°	Latitude +45°
1	7:02 4:35	7:18 4:20
6	7:07 4:35	7:23 4:19
11	7:11 4:35	7:28 4:18
16	7:15 4:36	7:32 4:20
21	7:17 4:38	7:35 4:22
26	7:21 4:40	7:38 4:25
31	7:22 4:44	7:38 4:27

DEC.	Latitude +30°	Latitude +40°
1	3:45 3:22	3:54 3:10
3	5:33 4:29	5:51 4:08
5	7:23 5:51	7:50 5:24
7	9:09 7:33	9:38 7:02
9	10:44 9:29	11:07 9:07
11	12:04 11:31	12:17 11:20
13	1:15 12:34	1:16 12:29
15	2:29 2:43	2:18 2:52
17	3:58 5:01	3:35 5:22
19	5:50 7:19	5:21 7:48
21	7:57 9:17	7:32 9:44
23	10:00 10:47	9:45 11:04
25	11:52 11:54	11:48 12:01
27	12:46 12:53	12:47 12:50
29	2:31 1:54	2:43 1:40
31	4:20 3:05	4:41 2:42

To obtain local times of sunrise and sunset: for longitudes other than the standard time meridians (i.e., 75°, 90°, 105°, and 120°, for Eastern, Central, Mountain, and Pacific Standard Time), decrease the time four minutes for each degree east of the standard meridian, or increase the time four minutes for each degree west of the standard meridian.

- 1—Sa. — 1918, President proclaimed breweries closed.
- 2—Su. — 1927, Lindbergh gets Congress'l Medal of Honor.
- 3—M. — 1944, Civil War flared in Greece.
- 4—Tu. — New Moon, 1:06 P. M., E. S. T.
- 5—W. — 1782, M. Van Buren, 8th pres. of U.S., born.
- 6—Th. — Protect yourself against losses in 1946 — have your property insurance reviewed now!
- 7—Fr. — 1941, Remember Pearl Harbor!
- 8—Sa. — 1941, Congress declared war on Japan
- 9—Su. — 1941, Japanese landed on Luzon, P.I.
- 10—M. — 1870, German Empire proclaimed.
- 11—Tu. — 1816, Indiana admitted to Union, 19th State.
- 12—W. — First Quarter, 6:05 A. M., E. S. T.
- 13—Th. — 1918, American troops crossed the Rhine.
- 14—Fr. — 1819, Alabama admitted to Union, 22nd State.
- 15—Sa. — 1944, U.S. landed on Mindoro, P.I.
- 16—Su. — 1907, U.S. Fleet starts world tour.
- 17—M. — 1903, Wright Brothers' first successful hop.
- 18—Tu. — Full Moon, 9:17 P. M., E. S. T.
- 19—W. — With property insurance rates so low, it's a fine time to get complete coverage.
- 20—Th. — 1860, South Carolina seceded from the Union.
- 21—Fr. — 1879, Joseph Stalin, Russian leader, born.
- 22—Sa. — 1917, Brest-Litovsk peace parley opened.
- 23—Su. — 1944, Horse racing banned in U.S.
- 24—M. — 1812, U.S.-Great Britain treaty of peace
- 25—Tu. — CHRISTMAS
- 26—W. — Last Quarter, 3:00 A. M., E. S. T.
- 27—Th. — 1939, Earthquakes in Turkey take 50,000 lives.
- 28—Fr. — 1846, Iowa admitted to Union, 29th State.
- 29—Sa. — 1845, Texas admitted to Union, 28th State.
- 30—Su. — Expert advice usually means money saved — call on your insurance Agent or Broker.
- 31—M. — NEW YEAR'S EVE

OBSERVATION for December:

experience shows that for the past three years this month has been the peak month in fire losses. Is your property fully insured?

MORAL for December:

See your insurance Agent or Broker now!

PROPERTY INSURANCE
Fire-Automobile-Marine

FIRE ASSOCIATION GROUP

Fire Association of Philadelphia
The Reliance Insurance Company
PHILADELPHIA



Lumbermen's Insurance Company
Philadelphia National Insurance Company
PENNSYLVANIA

SYMBOL OF SECURITY SINCE 1817

R. T. Haslam, used salesmen as public relations shock troops when the company suffered a bad public reaction early in the war because of international connections involved with I. G. Farbenindustrie. In a public relations *coup de maitre*, Standard drafted its sales corps, inactivated by war, trained them as speakers and indoctrinated them with the facts about Standard and the Farbenindustrie case.

Then the salesmen made speeches before service clubs, women's clubs and other appropriate groups. They told the truth about the company's international connections and also told about the magnitude of Standard's war effort. Public opinion was reversed.

Action must come first

PUBLIC relations is action first, then telling about it. Public relations is mature judgment, common sense, sound morals—the conscience of business. It is *not* whitewashing. Management cannot expect public relations to cover up business misdeeds. Public relations is surgery, not sugar-coated pills. Straightening out the policy that causes industrial unrest, informing the employees about the company so they will appreciate it, planting trees around the factory so it will not be an eyesore—always adjusting policy in the direction of social welfare, the betterment of people—is the big part of public relations. Publicity, or informing the world, is the small part.

Carl Byoir is but one of several conscientious public relations counsel known to have refused lucrative accounts because the assignment offered was to whitewash, not clean house, in businesses that needed foundation-up reconstruction as their first step to good public relations. "Will you agree to start by abandoning so-and-so and discontinuing such-and-such?" Byoir asked one such prospect.

"Oh, no, we couldn't do that."

"Then we can't help you. Public relations can't use a paint brush when termites have to be exterminated first."

Public relations that is sound because based on down-to-the-people common sense and integrity was demonstrated when an organization whose problem had strong political implications questioned William H. Baldwin, long-established successful New York counsel: "What can you do for us in Washington?"

"I won't even try to do anything for you in Washington," Baldwin

flatly replied. "I'll take your story to the people. The people, with their unerring instinct for what is right when it is made known to them, will take care of Washington for you."

Should a staff or outside counsel be used for business public relations?

Steady increase of private public relations firms indicates a growing acceptance of outside counsel, which offers the outstanding advantage of a detached, objective point of view. How much counsel will cost depends on size of the client, how much of a problem it has, how long it will require the service and other factors. Major New York counsel generally agree on a minimum fee of \$1,000 a month. Costs are lower for smaller operations. The most satisfactory system of charging seems to be basic fee plus expenses, including salaries of account executives and personnel.

Outside or inside staff?

INTERNAL staff has the advantage of manpower constantly devoting 100 per cent time and resourcefulness to the business. In many cases a large company has much to gain from outside counsel used for policy advice while it maintains an internal staff for mechanical operations. Such is the relationship, for example, between Ivy Lee and T. J. Ross, one of America's oldest firms, and such clients as the Pennsylvania Railroad and the Curtiss Wright Corporation.

A compromise formula applied by Hill and Knowlton of New York and Cleveland to such clients as Consolidated-Vultee and Aeronautical Industries Association is to take entire responsibility for a client's public relations, including both policy and operation. In so doing, the firm installs resident staffs which in effect constitute the client's own employees, but in reality report to Hill and Knowlton on all matters. How can management find qualified persons to handle its public relations problems?

For its public relations your business needs an industrial statesman. It needs a man of imagination tempered by social consciousness. It needs a man smart enough to know that he doesn't know it all, and say so. A leading practitioner once said, "The primary requisite of a good public relations man is a constant willingness to be fired from his job." That means "the guts to say no" and tell the boss when he's wrong.

With such a man your business will be in a position to carry its case as a good citizen before the bar of public opinion on all issues in the coming era of challenge and opportunity.



THE Old DOMINION HAS NEW IDEAS

Reconstruction is nothing new to Virginia. From earliest Colonial days, through Revolutionary times and down to the present, the Old Dominion has known the bitterness of conflict, and has in turn demonstrated an extraordinary capacity for recovery from the ills of war.

Always in the forefront in defense of our country, Virginia is equally famous for her contributions to the arts of peace. In solving the difficult problems confronting us in the years ahead, keep your eye on Virginia. The vast resources of this great state, its industry, agriculture, commerce and its people—all will wield a mighty influence in the common task of building a better and more prosperous nation.

Seaboard Air Line Railway, like the Old Dominion, has given its best to the winning of the war. We look with confidence and eager anticipation to the work ahead—work which we shall share with our friends in Virginia and throughout the South.



SEABOARD

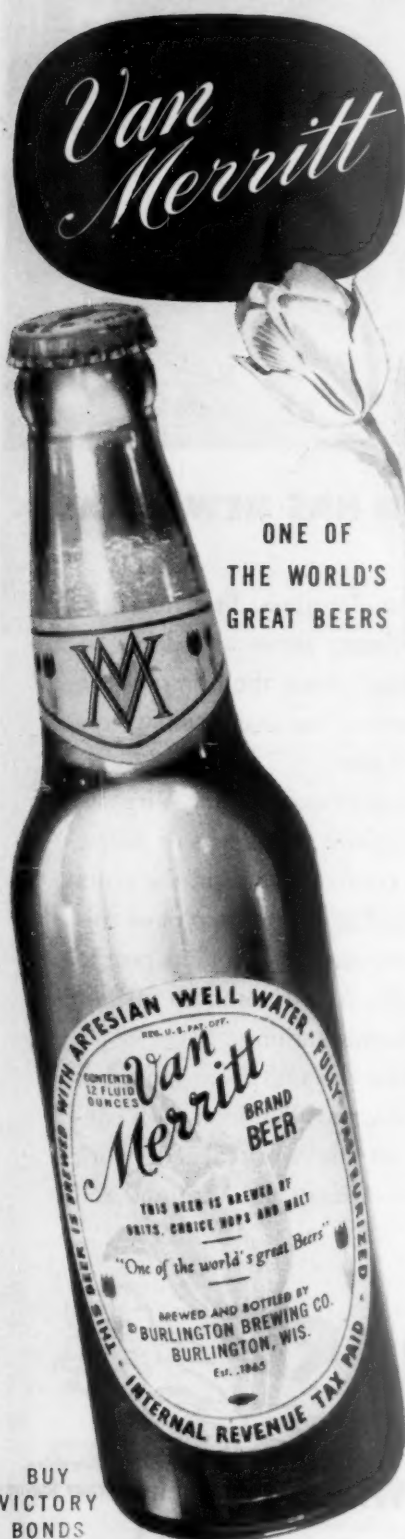
AIR LINE RAILWAY

THROUGH THE HEART OF THE SOUTH

If you want a reprint of this advertisement in full color, write Seaboard Air Line Railway, Norfolk 10, Virginia

Buy extra
VICTORY BONDS!

Made for You
Who **KNOW**
Good Things



BUY
VICTORY
BONDS

Brewed and Bottled by
BURLINGTON BREWING CO.
Burlington, Wisconsin

Battle Royal for Union Members

(Continued from page 22)

his labor problems are settled when he signs a contract with a union may come to a rude realization that a rival union is seeking to move in. He may think he has established cordial relations with certain labor leaders, only to learn that such cordiality is being used by rival groups to break down the morale of the workers.

This increased aggressiveness is, indeed, reflected in the publications of the rival unions. The observer, of late, would have some difficulty, from reading the propaganda, in determining whether the rival union or the employer is the main target. The famous labor editor of the *Mine Workers' Journal*, K. C. Adams, is steadily increasing the sharpness of his attacks against CIO. Against Philip Murray, CIO head, and to a lesser extent against William Green, AFL head, he has laid the charge that they sold their members down the river by kowtowing to President Roosevelt.

Bitterness between unions

A FEW months ago Sidney Hillman and Phil Murray went to Europe to attend the organization of a World Labor Federation which AFL and Lewis had refused to join because Soviet Russia had come in. Later, an article by Hillman appeared in *Collier's* attacking both Green and Lewis for their opposition to the federation. On the occasion of Lewis' wage demands on the mine operators last spring, CIO accused him of trying to sabotage the war effort.

Unquestionably, Lewis is planning to expand his District 50. He is in the position of having everything to win and nothing to lose. Close to 150,000 of his miners have been in the armed forces. Their jobs are waiting for them, so the membership of the Mine Workers will go up rather than down. The plants which his District 50 has organized seem to be mostly of a nature to be little affected by reconversion; many of them, in fact, will expand.

Although Lewis' hostile feeling is almost wholly against CIO, he is undertaking the same sort of industrial unionism practiced by that organization which is becoming increasingly annoying to the predominant craft set-up of AFL. In fact, one who is watching him most closely is "Big Bill" Hutcheson, president of the Federation's Building Trades Depart-

ment, and who has worked hard to get Lewis back into the Federation, probably not without reason. This is because of the ambitions of the United Construction Workers, a department of District 50, and headed by John L.'s brother, Danny. It is advocating the abolition of craft lines in building construction, and is also plugging for prefabricated houses which in the past the Building Trades have always opposed.

Selling at the local level

AN interesting twist of the competition between the three unions is what happened in the case of airline ground employees. A union known as the Air Transport Employees Union had been operating among them, and had bargaining rights with United Air Lines. The organization wanted affiliation with one of the Big Three. Each sent its representatives or salesmen before a "board" meeting of the Transport Employees. Lewis' men put up the best sales talk and got the job.

The unions are looking for that kind of salesmen. Lewis has some 250 organizers or representatives as they are called.

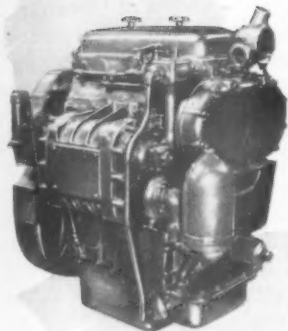
AFL and CIO have far more, the definite number being unascertainable because, in addition to those employed at national headquarters, the constituent organizations have their own. Salaries range from \$50 a week to \$100, the average being around \$300 a month.

There has been competition for good organizers in the past. It is expected to increase. CIO seeks to employ college men whose knowledge of labor is confined to theory. The other two rely on organizers who rose from the ranks.

It is noteworthy, though, that the CIO organizers are largely of the crusading type. CIO has numbers of young women just out of college and fired with a zeal to "improve the lot of the proletariat." Also CIO has a school for its representatives and their organizational efforts follow a pattern.

In addition to organizers, the unions employ economists, researchers, propagandists, salesmen and executives. They have their laboratories just as the du Ponts, General Electric and other businesses have. In this way, at least, the increasing competition has one strong point: It will increase employment.

Hard working hand that keeps on the job



How hard a tractor can work, and how long, rests largely with its engine. Drawbar pull is heavy. Strains are great. And the job must go on day in and day out.

It's right here that General Motors Series 71 Diesels shine. Both in peace and at war they have built rare records of performance. Already many of them in tractors have delivered up to 25,000 hours of economical performance and are still going strong.

Farmers and construction engineers like them especially because they deliver great power with less than usual size and weight. They start fast and are easy to service.

And replacements when needed are readily available because of GM simplified design and because elimination of different sizes of parallel parts increases the availability to owners of the right part *when it is needed*.

The successful example of GM Diesel power in tractors indicates its value in other products such as lumber carriers, "special" trucks—in all forms of marine power requirements—in all forms of contractors and road machinery—in welders—in mining and pumping—in any tough industrial job.

During five years on the Arena-Norton farm, largest vegetable shippers in Arizona, an Allis-Chalmers tractor like this, powered by a GM Diesel, has operated 18,186 hours, day in and day out. This 3,200-acre farm now employs four of these tractors.



SINGLE ENGINES... Up to 200 H.P.
MULTIPLE UNITS... Up to 800 H.P.

DETROIT DIESEL ENGINE DIVISION, Detroit 23, Mich.

ENGINES... 150 to 2000 H. P. ... CLEVELAND DIESEL ENGINE DIVISION, Cleveland 11, Ohio

LOCOMOTIVES... ELECTRO-MOTIVE DIVISION, La Grange, Ill.

**KEEP AMERICA STRONG
BUY VICTORY BONDS**

Where Farm and Factory Meet

(Continued from page 33)

products and selling them groceries, clothing and machinery, and providing necessary feed grinding, machine shop, blacksmith, medical, and other services. The town has wide, elm-shaded, paved streets; water, electric and sewer service; adequate stores, movies, local athletic teams; and good highways to nearby cities.

Typical small town

IN other words, Cherokee was—and is—typical of hundreds of good, little, comfortable and prosperous towns all over the country.

The Japs struck Pearl Harbor. Cherokee farm boys enlisted by the scores, and the company of the National Guard 45th Division which has its home there went to war.

Meanwhile, out in California, the Hollywood-Maxwell Co., makers of foundation garments for women, found itself in a suddenly non-essential industry—no matter what the women thought—in a highly essential area devoted to war manufacturing. It couldn't compete with war jobs for labor. Dr. J. C. Bowen, president, started breaking his factory into units and locating them in "country towns," where there are always a few women who have extra time on their hands. He located primarily in Louisiana and Arkansas but had one more unit to move. Miss Idalou Blackburn, Bowen's secretary, suggested her home town as a likely place—Cherokee.

Miss Blackburn was about ready to go home to Oklahoma on her vacation. So Bowen suggested that she see if there was a building available.

Harvey Bonto, veteran Cherokee druggist, landowner, and manager of the local building and loan association, suggested the Armory, built with city and WPA funds during the depression. With the

Guard gone the building promised to be empty a long time.

Bonto is chairman of the Temporary Armory Board. C. O. Doggett, publisher of the Cherokee Messenger-Republican, and Harry Woodmansee, farmer, the other two members, agreed promptly. They wired Bowen. The Californian landed at Cherokee's little airport one Sunday afternoon and by Monday things were popping.

Bowen asked for new wiring, new plumbing, and certain painting to make the big, barn-like structure useful. T. C. Orr, the mayor; J. C. Cummings, and P. R. Stokesberry, city commissioners, were called. They agreed to put city employees on the job. Bowen didn't need all the building, so the city turned half of it into an auditorium.

New income for Cherokee

ONLY after Mrs. Maxine Rice, Bowen's local manager, arrived with her sewing machines and began hiring women, did the civic group learn what would be made. It was brassieres! For the next few days they took a ribbing as the "Uplift Society!"

But when the new factory and the new auditorium held "open house," and Cherokee learned it meant about 35 jobs at \$25 to \$30 a week, the rib-



Local women, experienced in operating home sewing machines, were quick to learn how to run industrial type machines in Cherokee's first factory which was housed in the Armory (upper left)

bing stopped! That isn't big money in a city—but it is real income in a town the size of Cherokee.

That's the crux of the whole new industrial revolution!

"A manufacturer is a fool who pays a workman \$1.30 an hour when he can get the same work done better for 85 cents," says Ralph Culley, one of the new manufacturers in Cherokee now.

"And a workman is a fool who looks at the \$1.30 as money, instead of looking at what it will buy. He is particularly crazy when he insists on \$1.30 in one town where he isn't happy, when he can live better and save more in a place that pays 85 cents. That's the important competitive fact in this whole picture. If I'm paying 85 cents, and my competitor \$1.30, then he won't be in business long."

Culley is a Cherokee man, a district representative for home appliances. The war put him out of business so he went up to Wichita, Kans., to work in a war plant. But he came home to visit and heard about the "Uplift Society." That gave him an idea. He knew that E. G. Tidwell, a highly skilled local machinist, was custom building a few "wheat blowers"—which he called the "Rotobug"—for farmers.

So, Cherokee was called on suddenly to provide another building. The only thing available was the county fair building near a rail siding, easily reached by trucks and used only once a year for a fair—and farmers were too busy to be interested in fairs anyway. The building was rented for manufacturing.

Employment goes up

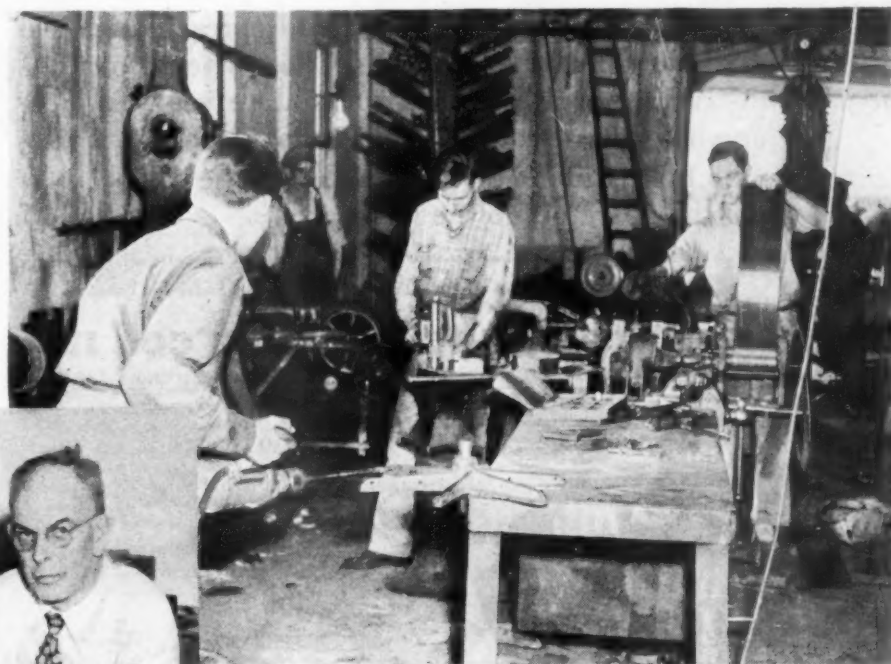
TWENTY-SIX workers are making from 55 cents an hour to \$60 a week there now—every one a native of the area only partially employed before, and living at home—and the "Rotobug" is now being sold almost everywhere wheat is grown.

About the same time N. D. Waldo

used for chicken feed and the mill can dehydrate winter growing cereal plants, wheat, barley, rye and oats, which is the raw material for vitamin preparations. If the market continues to expand the plant could operate the year around.

Still another plant, the Ray Hainke Manufacturing Co., making lawn mowers, is moving into the town; and farmers of the community have raised \$80,000 and built themselves a new cooperative wheat elevator.

Cherokee isn't sleepy any more! But it is pinching itself a bit to find out whether what has happened is real or just a dream. Who expected Cherokee to welcome the folks back home who went away to war and the war plants—with jobs?



The "Rotobug" machine shop employs local boys who learned to use tools on the farm



E. G. Tidwell, and Ralph Culley, founders of the second factory

The blower loads and unloads wheat from trucks or bins, even picks it up in the fields when it has been dumped by time-pressed farmers who can't harvest and haul grain to town at the same time.

"Why don't we start a factory and make that thing?" Culley asked Tidwell. The latter was willing. He had most of the machinery and the necessary skill. He designed and built other machinery which he couldn't buy. Culley had the capital, the outlets, and sales ability. They make a good team.

arrived in Cherokee asking about power, water rates, land and sidetrack facilities. Doggett admits the third factory was practically in Cherokee before anyone knew what was happening. Waldo was an alfalfa meal mill operator from El Reno, Okla.

He bought five acres of land, near a siding, and only four blocks from downtown, to dehydrate alfalfa, one of the principal farm products of the region. He has a \$5,000 a month payroll for about 25 employees during six months of the year. Alfalfa meal is

Many in the town feel just "plain lucky," with only a few of the leaders realizing they may be "only out in front on a wave that's sweeping across the country." These are the leaders who talk about the need for a new airport, right at the back door of the county fair building where the "Rotobug" is still being built while the firm constructs a plant of its own. Others want a new city hall. Doubtless Cherokee will get both!

Culley, who knows the problems of the larger city from firsthand experience, probably sees the situation as

RECONVERSION



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Drink!

THE SPIRIT OF THE SOUTH

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SWANEE PRIDE Liqueur

THE TASTE OF Southern HOSPITALITY

The New Swanee Pride VOLCANO 1/2 SWANEE PRIDE 1/2 VODKA ice, mix, strain, and serve

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SUN BOWL GAME • NEW YEARS FESTIVITIES

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No obligation, of course.

El Paso Sunland Club
300 San Francisco Street EL PASO, TEXAS

★ SUNSHINE PLAYGROUND OF THE BORDER ★

clearly as anyone. He has verified his ideas. Farm boys and girls, who have been trained from infancy to fix things themselves, to handle scissors or pliers, a sewing machine or a tractor, turn into real factory workers almost overnight. Anvils, lathes, welding torches have been as familiar to most of them since childhood as the light switch to a housewife.

Every country town must have a relatively large surplus of labor for eight months out of the year to handle the farm job for four. Older sons and daughters living at home, the mother whose family has grown up and left, the retired farmer who is through with heavy labor, and others make up this great part-time force in emergencies. The ambitious, or those without home responsibilities and ties, move to the cities.

Workers are independent

NEITHER the men, nor women who live in some smaller cities, for the most part, really have to work during eight months of the year although most of them do at least part time, and others would like to. But they're independent, self-reliant and suspicious of organizers and organizations. They can be led by foremen who "work with them," but can never be pushed. They work because they like to and can "use the *extra* money."

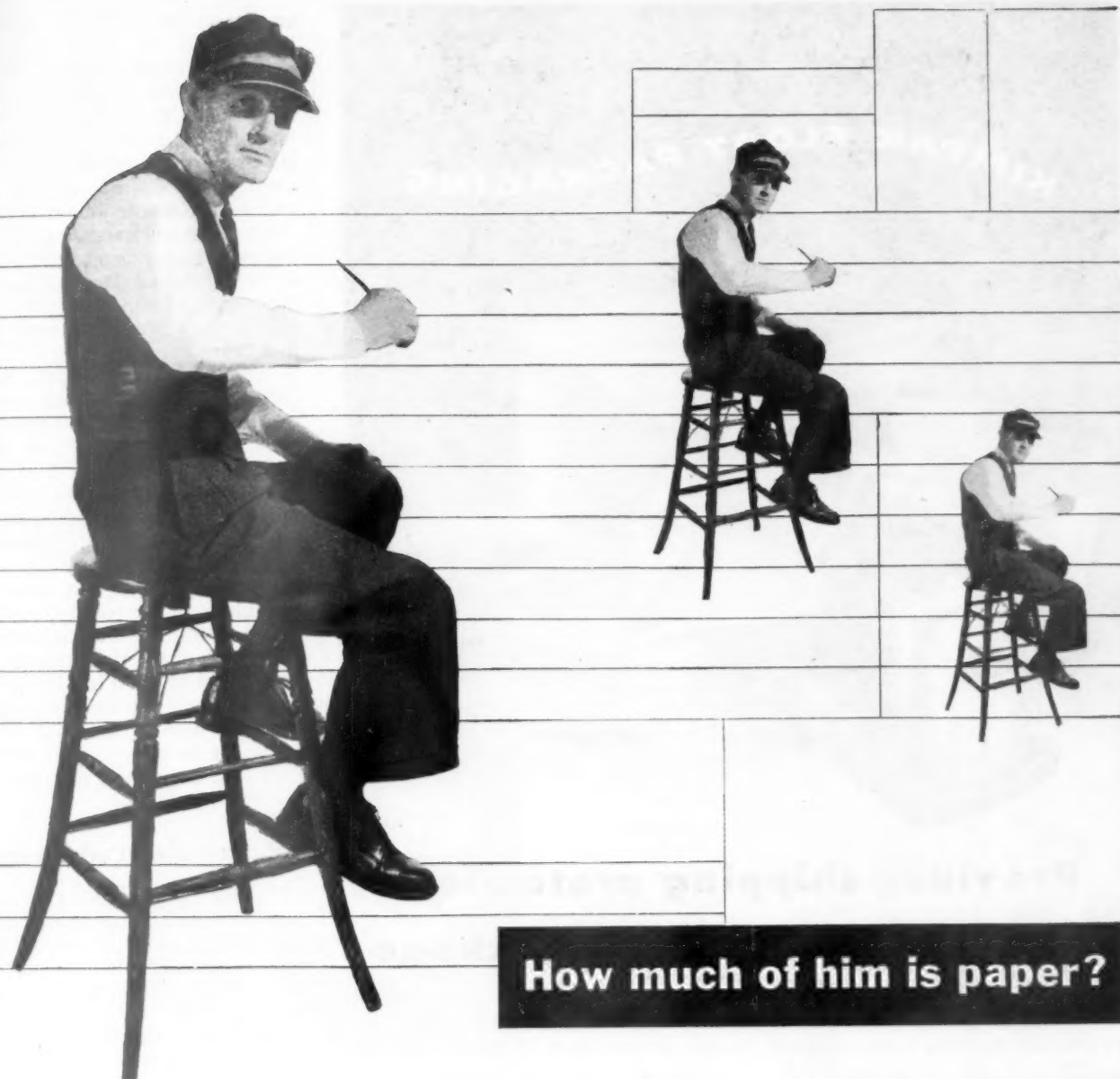
Further, rent is cheaper. Since it is but a short walk home to lunch there is no carfare. The workman has time to talk with his family, read the mail, and saunter back to the job with his stomach full of warm food.

The children walk to school because it isn't more than ten minutes from any part of the town, so that carfare or gasoline is saved. They walk to the movies, or if they take the family car, park it on the street nearby with no parking fee.

The grocery clerk knows the children. So he sends home the cut of meat, or the right brand of bread, without mother having to dress up and drive the car five to 15 miles, or fight public transportation crowds. She saves money using her time cooking, or sewing, instead of buying something more expensive already prepared, because she doesn't have time to make it like she really wants it.

Wages just go farther when a man can live with his family on the ground floor, in the best part of town, and walk no farther to work than many big city workers do from the parking lot to their station a half-mile away in a huge plant.

A soldier came back to Cherokee



How much of him is paper?

Take it by and large, for every \$100 you spend on clerical salaries, you spend \$10 on business forms.

Total, \$110.

Can that total figure be cut?

It can be cut to \$95, \$85, \$75 — if forms are engineered to your business!

In one plant, Moore introduced forms that saved 81% of the typists' non-productive time. In another, a Moore record book proved to be 149% faster than loose forms.

The Moore Business Forms representative discovers how to combine forms, save paper stock, cut operating time. He makes specific recommendations for your business. Then Moore furnishes the forms — in lots of hundreds or many millions, for one store, or for far-scattered branches.

The ten companies listed below have long been under Moore ownership. Now they are combined under the Moore name — without change in

ownership, management, or policy. This is the largest company of its kind.

To keep production flowing, to unlimber new efficiency in your office force, perhaps to save thousands of dollars, get in touch with the nearest Moore Business Forms division, as listed below, or its local office. *Moore stands ready to supply you with everything from a simple sales book to the most intricate multiple form that your business requires.*

AMERICAN SALES BOOK CO., INC., NIAGARA FALLS; ELMIRA, N. Y.
 PACIFIC MANIFOLDING BOOK CO., INC., EMERYVILLE; LOS ANGELES, CALIF.
 GILMAN FANFOLD CORP., NIAGARA FALLS, N. Y.
 COSBY-WIRTH MANIFOLD BOOK CO., MINNEAPOLIS, MINN.
 MOORE RESEARCH & SERVICE CO., INC., NIAGARA FALLS, N. Y.
 SOUTHERN BUSINESS SYSTEMS, INC., ORLANDO, FLA.
 MOORE BUSINESS FORMS, INC. (New Southern Div.), DALLAS, TEX.; ATLANTA, GA.
 In Canada — Moore Business Forms, Ltd., succeeding Burt Business Forms, Ltd., Toronto;
 Western Sales Book Co., Ltd., Winnipeg and Vancouver;
 National Sales Check Book Co., Ltd., Montreal

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ADV. BY N. W. AYER



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Make your package as modern as your new product. And that's easy when you use KIMPAK* Creped Wadding. For KIMPAK dresses your package as it protects your product. It complements the beauty of your product—provides a jewel-box setting that increases eye-appeal and buy-appeal.

So soft, so clean, so resilient KIMPAK guards against mars or scratches—damage or breakage. Flexible and easy to use, KIMPAK saves time and work in the shipping room. Often cuts freight costs by reducing cubage.

There's a size and type of KIMPAK to protect everything from glassware to refrigerators. Learn more about this

modern packaging material. Write today for our Free illustrated booklet. Just mail a postcard to Kimberly-Clark Corporation, Creped Wadding Division, Neenah, Wis.

KIMPAK SERVES INDUSTRY IN MANY WAYS

As a cushioning material for interior packing, as a filter medium for liquids and air... for wiping and polishing... as a carrier for plastics... for general padding purposes, including furniture and automobile upholstery... as a filler for seaming cord and tubular gaskets.

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CREPED WADDING

and went to work for Culley, who helped find the young man a home. It was five rooms, modern, on a paved street, and on a 50-by-150-foot lot—for \$2,500. They didn't ask for a GI loan. Everyone in town knew the boy. He grew up there. It's like that in a small town. So a local firm just advanced the whole amount.

Another workman has a six-room house, also modern, which he rents for \$25 a month. Most of the workers have cars, of course. If they feel like riding they park not more than 50 feet from the door.

"Our rent, power, water, transportation and wages are all lower—and the help better paid—and we're sitting in the middle of our market," Culley explains. "We can ship the steel in here just as easy, and ship the finished blowers out easier and cheaper, than we could ship in blowers and distribute them from here.

"One thing we are going to do, though, to fit the community better—we're going to manufacture eight months, quit for the summer so these people can be used in agriculture. All we will need will be shipping clerks. And this will be easier on us because we won't be worrying about production and sales and deliveries all at the same time."

Putting plants where needed

CULLEY believes most of the problems involved in operating and managing various departments of a big plant scattered all over the country already have been solved and "it is only a matter of time until we see the plants where the markets are."

Doggett points out it is possible for an executive, such as Bowen or Waldo, to land a plane at the airport at the very edge of Cherokee and walk—if necessary—to a branch plant anywhere in the town within five or ten minutes.

Many of the major firms are already having parts made in various cities, and sales offices far away in other towns anyway—so the technique isn't new.

"Now that we have jobs for our young folks they'd rather stay at home," says Doggett. And many country boys have quit feeling sorry for themselves and are beginning to grow sorry for those who have to live in apartments where they can't have a garden.

It isn't all a bed of roses for industrial management. Mrs. Rice, an experienced forewoman, admits she ran into some interesting situations.

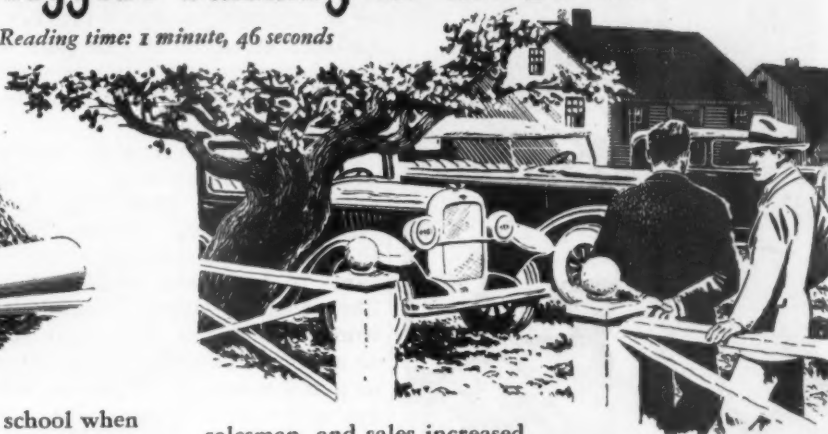
Most of the women who came down to make brassieres were experienced



20 YEARS

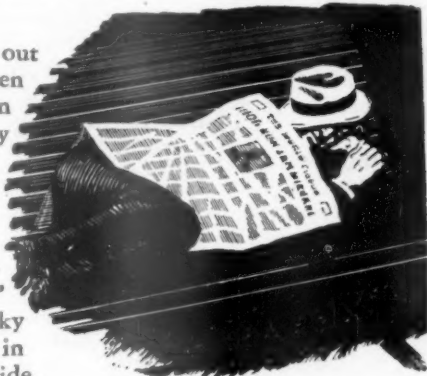
from Park Bench to the
biggest building on the street

Reading time: 1 minute, 46 seconds



"I finished high school when I was 19 and got married on graduation day. My bride stayed with her folks, while I went to the nearest big town to hunt work. The first two nights I slept in the park. Then I found an outside job washing windows.

"I liked being out in the open. I'd been All-State Center in football. But one day when I saw a guy grinning through a factory window at me, I said, 'What you grinning at, brother?' He said, 'You're husky enough to work in here.' So I went inside.



"It was an automobile factory, and I began to learn a little about cars. But most important at the time, I earned



enough more to send for my wife. With our first savings we bought a lot. Then, working after hours for a whole year, we built the five-room house, where our kids were born. We did all the carpentry work ourselves, set out the shrubs, and fixed up the yard.

"Our nice big lawn gave me an inspiration that was the turning point in my life. I fixed up some second hand cars and sold them right off the front lawn. All kinds of people took a fancy to my open air showroom. After two years I hired my first mechanic and my first

salesman, and sales increased five times over the best I could do alone. I knew I was in business, and quit experimenting with other jobs.

"One thing I noticed about selling cars. I got best results with cars made by Chrysler Corporation. They sold faster and stood up better. They became my favorites and I concentrated on them. One day some factory people invited me to lunch, praised my work. Then they offered me the regular Chrysler-Plymouth dealership for the whole town. I hadn't dreamed of such a thing, but I grabbed it mighty quick, and I've never been sorry.



"The next thing I knew there was a war on and I had to dig in to make my dealership survive. It did more than that. It made good money and grew fast. Now I've bought the biggest building on Automobile Row and I'm shooting for a whale of a business when we have new cars again. I'm 39 now with just 20 years' experience since the night I spent in the park."

NOTE: This is another true and typical story of individual initiative and enterprise.



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seamstresses. They knew good work, and an industrial type sewing machine soon was doing tricks. But Mrs. Rice found a strange—to her—indifference among the women to her efforts to speed them up.

After all, they were working on a contract for a "competitive type" garment with no fine finishing, and the women were on a piece-work scale which meant they earned money faster by slighting things a bit. Yet they insisted on doing it like they would for themselves. It was surprising to her how quickly they did start to produce volume, too.

Then, a woman from an "industrial area," was surprised at how little respect, or fear, they had for the "boss." They were independent although always courteous. Then she came to know and understand, and like, their attitude because those women knew "they were just as good as anyone else and just regarded me as a new neighbor." They work with, but never for, anyone.

Small industry, or industry that can be departmentalized without relation to other parts, will succeed in the small town, Cherokee people believe. They concede that big assembly lines, needing hundreds of workers probably will have to remain in the cities. They believe, too, that perhaps distribution and selling can be handled better that way. So they don't see the end of cities—they just see the revival of small towns, and a rounding out of their foundations for steady business.

"But," says Culley, "there's a surprising amount of this country's industry that is small. Most of it—the vast volume—could be divided. Small industry has moved to big cities because that's where the labor was, the shipping facilities, the expert advice. With modern methods of transportation those advantages are gone."

Culley and men like him in the middle of business competition feel sure a new industrial revolution is on the way—caused by the difference between 85 cents an hour and a satisfied workman doing a good job—and \$1.30 an hour, and understandable discontent.

Chlorinated Paraffin

CHLORINATED paraffin, made by the Hercules Powder Co., Wilmington, Del., gives flame, water, weather, and mildew resistant qualities to fabrics. It can be used for tents, clothing, upholstery, blankets, awnings, drapes, outdoor furniture, canvas, and cables.—J. J. BERLINER



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ating rooms in our hospitals... lights, as the sun, the healing rays of our therapy lamps... lights the way for an American peacetime production that promises a standard of living unequalled in all the world.

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Today, modern machinery has largely replaced the old-time pick-and-shovel work of Bituminous Coal mining. Of all the coal from America's underground mines, nine-tenths is cut by machines, about half is loaded by machines. And out of every dollar of Bituminous Coal sales at the mines, the miners receive an average of over 60 cents in wages + the mine owners average about 2 cents profit. *Bituminous Coal Institute, 60 East 42nd Street, New York 17, N. Y.*

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THE ILLUSTRATED VOICE

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DIVISION OF THE COMPANY • FT. WAYNE

Serving You Costs Him Money

(Continued from page 40)

can at least meet the minimum demands made on them."

Before the present withholding tax, members of Congress received monthly pay-checks of \$833; their current checks are for \$680. In addition thereto, they must pay state income taxes, and almost without exception, except perhaps in the case of a youthful bachelor member, each maintains a home "at home" on which there are taxes, maintenance costs and what not, even though it is seldom seen and often goes unrented.

McCormack (no exception to the prevailing norm) told the committee he pays \$2,700 a year rent in Washington—\$225 a month—and he added: "If I were a business man, and I was coming down here on business, and my business was sufficient that it would justify me in leasing that suite throughout the year, that \$2,700 would be a deductible item from my gross income, and in addition, all my expenses in connection with my business trip down here would also be a deductible item."

Politics is no business

REPRESENTATIVE Sam Hobbs, Alabama Democrat, chairman of the subcommittee on the pay-raise bills, observed wistfully that the internal revenue bureau says it won't deduct the costs of innumerable trips home which he is forced to make—about one a month at \$100 a clip, and all on official business—because "You are no business man; you are a politician."

The point has been raised frequently that what's needed in Congress are more business men and fewer politicians, but authorities on the national legislature don't hold with that theory.

They say this: Politics is still the science of government; it demands a special talent, special experience; it demands the ability to get elected—and that is a gift not given every man. And it's no use saying these things should not be. They just are.

The Southern states recognize these facts perhaps better than any other region. Accepting that a member of Congress is hardly any use to his constituency his first term, the South perpetuates its members and Southerners have virtually every important committee chairmanship in both House and Senate. Seniority



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American Industry's miraculous performance for war will be matched by its tremendous production for peace. Texaco quality lubricants served faithfully and efficiently the critical demands of war — and so are better able than ever to serve you in peacetime production . . .

One Purchase Agreement will serve for all your plants, *wherever located* . . .

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Plus the services of skilled *Texaco Lubrication Engineers* — to cooperate in increasing output, reducing costs.

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of them to fill the bill for you, we'll give you an actual delivery date on that, too.

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| <input type="checkbox"/> Enforced record of Paid Outs | <input type="checkbox"/> Multiple cash drawers |

Firm Name _____

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Kind of business _____

Signed _____

rules in both Houses, and nobody yet has ever figured out a better way to handle the situation.

Besides, the business of being a Congressman has become big business, ever since the birth of the New Deal and resulting centralization. Mail to members is from 20 to 100 times more than it was 25 years ago, and most of this is what's called "case" mail.

Work has become heavier

FOR example: A business institution which has dealings with the federal Government involving a handsome sum suddenly finds there's a hitch in the arrangements; a loss is imminent unless somebody does something—and quick. There's a quick telephone call to a member of Congress and action, usually, just as quick—if the case has any merit whatever. Bureaucrats shove the ordinary citizen around, but think twice before getting smart with a member of Congress.

In the vast confusion of the federal Government, mistakes are not infrequent; papers get lost in the jumble; badly trained help messes up a contract. Business men have tremendous difficulty finding out where they sit or what's what.

It costs money to maintain a personal representative in Washington. Most men who earn their living that way like to get salaries of about \$20,000 a year at least and have virtually unlimited expense accounts. If they are any good, they are worth it.

Few enterprises, relatively speaking, can afford personal representation on that scale, especially when they are already getting it at a cost of three cents per capita in the congressional district in which they operate!

Representative costs three cents

THAT'S the way it works out. The average Congressional district has 300,000 constituents. A member of the House is paid \$10,000 a year. Okay, three cents per constituent, per year.

Meanwhile, New York gets the benefit of two Senators' services at a *per capita* cost for their salaries of \$.001 each. The smallest state in population, Wyoming, gets the services of two senators at a *per capita* cost for their salaries, of 12 cents each per year.

Cheap, what?

The volatile and versatile Maury Maverick, who has been heading

A Letter from the Governor of New York



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GOVERNOR

STATE OF NEW YORK
EXECUTIVE CHAMBER
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To all Companies Planning Expansion in the East

Gentlemen:

If your company is one of the many looking for an Eastern location, or planning to expand in the East, I urge you to make use of an unusual and valuable business service offered by the Department of Commerce of the State of New York.

We are equipped to give you concrete information on available plant sites, warehouse locations, and office space in this state. The purpose of our service is to supply your executives with detailed information on such locations, together with other relevant business data, as applied specifically to your company.

Such information will help you size up New York's valuable markets, transportation facilities, manpower resources, and other advantages—from the standpoint of your business.

To give you this type of specific information, it is necessary for one of our business experts to have a few general facts about your company and its requirements. The Department can then make definite recommendations tailored to your needs, including all the factors your company will want to consider before selecting a location.

If you will kindly designate below the name of the executive we should get in touch with, we can immediately proceed to render this service to your company. There is no cost or obligation.

Sincerely,

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Ask your secretary to fill out and mail this coupon today

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Please send further information about your special business service for companies seeking locations in the East to:

Name.....

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*What's "air drying" in the paper business?
Sounds to me like a hair dresser.*

Said the Old Timer to the Young Printer:

It's an additional process used only at mills making the finest paper. It makes the paper stronger and improves the surface for writing and erasure.



"After the paper is dried and rolled off the Fourdrinier machine, it's put through another machine about half the size of a house. First it goes through another vat of sizing and then up and down and over a series of rollers while hot air blows on it from above and below. The paper is not under tension, and the rolls are not heated. Ordinary papers don't get this additional strengthening treatment."

And that's only one of the many *additional* processes and materials that make Parsons papers better. All Parsons papers are made with stout cotton fibers, to stand up under use and abuse.

Parsons ledger papers and card stocks for record-keeping purposes (technically known as index bristols) are not pasted-together sheets, but are single, solid pieces with both the necessary flexibility and "snap". An erasure not only leaves the same color, but a smooth, hard surface as well, capable of taking a re-entry from pen, pencil, typewriter or book-keeping machine.

When you buy record-keeping papers, card or ledger, specify Parsons. Then you'll have the best there is in a cotton fiber paper for this job where paper takes a beating and has to be good.



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the Smaller War Plants Corporation, but who used to be a member of the House from Texas, raised hell with his ex-colleagues at a hearing on the pay-raise bills.

"Look," he said. "You should have travel books and *per diem* expenses to go where you need to go on official business—all of which I have as a Civil Service employee. You should have stenographic pools, mimeograph and multigraph divisions, the right to use long-distance telephones and a modern administrative organization such as you authorize for and require of everybody else in the Government."

Mr. Maverick was speaking to the House side of the Hill that day, because Senators do have a "franking privilege" on the long-distance telephone—within limitations. Senators may make 26 long-distance 'phone calls a month—strictly on official business—the time not to exceed 130 minutes per Senator in any one month. The House has no such privilege.

A Senator gets \$105.66 in free airmail stamps a year; a House member \$65 in airmail stamps.

House has expense money

HOUSE members, on the other hand, are, at the moment, for the first time in history, drawing \$2,500 "loose change" more or less for expenses; Senators do not.

But even with that expense money, they are still running \$2,000 out of pocket according to most of them. Maverick told them that "No Congressman living as an ordinary middle-class fellow and family man, treating wife and children as ordinary people, can do the job on less than \$16,000."

In spite of their new "expense accounts" which would be abandoned, no doubt, in the event of a general pay raise, House members are somewhat worse off than Senators. They must campaign every two years; Senators only once every six years.

Said Maverick: "If you gave yourself the same facilities you give government employees, you could give the public better service. I am frank to say that government employees would not work under the disadvantages suffered by Congressmen. . . . Everybody (in government service) except Congressmen gets pensions; judges live to ripe old ages, getting better pay, and have vacations instead of campaigns."

Judges, the enthusiastic Maverick told the unhappy committee, live on the average of 14 years longer than

the men that men...



forget!

A SALES department that shatters its quota always gets its share of applause. So does the plant superintendent who steps up production.

But management often forgets other men who make contributions equally important to the firm's profits . . . the men responsible for accounting and bookkeeping procedures.

These men add to profits by saving money. Their initiative in seeking better ways to get more complete information for management means more efficient operation and less expense. And it's wise to remember that a small saving in expense can easily equal the profits from a sale many times as large.

Today management is realizing this fact more and more. That's why new recognition is being given to the men who recommend time-and-money-saving accounting and book-

keeping machines. Thousands of these machines made by National are saving expenses and reducing overhead for businesses all over the country.

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Judge the facts for yourself

A National representative will examine the system you now use to handle money and keep records. Following this check, he will make recommendations for any improvements which he feels necessary. Recommendations like these have enabled heads of many accounting departments to point out definite opportunities for savings to their managements. **The National Cash Register Company, Dayton 9, Ohio. Offices in Principal Cities.**

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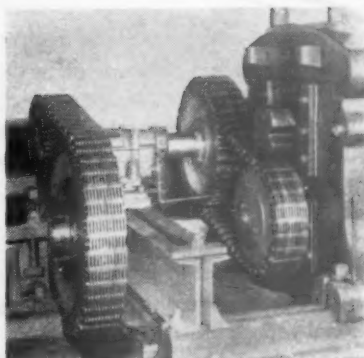


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MORSE *Roller and Silent* **CHAINS**

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do members of Congress, and the death rate on the Hill these past ten years has been terrific.

Innumerable high-ranking officers of the executive departments have access to government cars and government-paid drivers, a luxury not enjoyed by the legislative branch.

And many of them are paid more in salary.

The Congress, in a single day can, and has, created any number of jobs in the executive departments or in new agencies at salaries equalling or approaching its own scale, and never a yelp from a columnist, never a protest meeting, never a move to send "Bundles to Congress" such as was hatched in the ill-fated "pension drive" several years back. At this very point, the administrator of federal works gets \$12,000 a year; the price administrator the same; the director of economic stabilization receives \$15,000, and the chief of the late Office of War Information, \$12,000.

Had the salaries been twice that, it is doubtful if there'd have been a ripple on the public countenance.

The estimated cost of running the Congress for 1946 is \$50,299,520.66. That includes the United States Senate, the House of Representatives, all legislative expense for clerk hire, etc., the office of the Architect of the Capitol, the Botanical Gardens, the Library of Congress and the Government Printing Office, all of which come under the "legislative branch."

The estimated cost of running the civilian departments and agencies in 1946 is \$1,089,108,140.

Democratic Representative Emanuel Celler of New York expects "to be criticized from hell to breakfast if we pass a pay-raise bill." But he adds cheerfully: "We are always damned if we do and damned if we don't. We have got to be either mice or men. In other words, you have got to show a little courage as men. They call it a salary grab. We have been criticized, but criticism should not worry us, particularly if we feel we are doing the right thing."

More pay; more competition

NOT for the record but offered as his private view, is a Senator's comment that "the public won't get any different kind of men to serve in Congress than they have now even if they do raise the pay. The idea that \$20,000 will bring in better-qualified candidates is a myth. It takes a certain type of personality to work his way up through politics, and that type of man usually doesn't give a damn

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and that means Confidence!

Buyers of products wrapped in Sylvania Cellophane buy with confidence. They have the assurance of cleanliness and flavor retention. Sylvania Cellophane is more than beautiful. It is air and dust proof. It keeps moisture out—and in.

These important functional qualities make Sylvania Cellophane essential for such perishable products as frozen foods, baked goods, tobacco and confectionery. And in the future many more products will have better protection because of this versatile packaging material.

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**KARDEX converts
STOCK BALANCES
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without computation!**

New form of "Fact-Power" works RECONVERSION wonders!

PROVED in operation and praised by users* working under the stress of war production and reconversion!

THIS is the Graph-A-Matic Computing Chart—the revolutionary record-keeping idea that ends the need for time-costly computation and laborious analyzing to obtain positive stock control. Users report over-all operating economies ranging as high as 50%!

WITH the Computing Chart and Graph-A-Matic Signalling, stock control in the full meaning is accurate, certain and fast. And the "chart" idea is so simple, so flexible that the visible scales are re-set in seconds whenever conditions necessitate the establishment of a new reorder point.

TIME to reorder and to expedite, normal conditions, over-stocks and under-stocks—the needed and usable data supplied by Kardex "Fact-Power"—are seen clearly at a glance because they are in *uniform position*. The proper action is sure to be taken at the proper time!



● **GET FULL DETAILS.** Management Controller No. 708 describes in full this proved-in-use stock control method, with illustrations and details on prominent installations. Available from our Sys-

tems Research Data File—at our nearest Branch Office or by mail from New York.

*Prominent companies whose names will be supplied on request.

**SYSTEMS DIVISION
REMINGTON RAND**

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about money for its own sake. Meanwhile, thousands of citizens wouldn't take one-hundredth of the abuse a politician has to take if you multiplied the salary ten times."

He suggested, cutely, that if you dislike your Congressman, it's all the more reason you should support a raise in pay. It might, he said, although he doubts it, increase competition for the job.

The Heller committee for Research in Social Economics of the University of California has figured out that the average member of Congress has an annual deficit of \$6,219, and this does not include campaign expenditures. This is vastly higher—more than three times as much as the average member, asked quick-like, will admit to—but the figures are interesting and, with respect to some particular items, definitely true:

Total Income	\$10,000
Total Budget	16,219
Deficit	6,219
Taxes:	2,335
Federal income taxes	2,245
All other taxes	90
War bonds (10 per cent)	1,000
Additional war bonds	
Total Consumption items	12,884
Food:	2,312
Formal and informal dinners	679
Luncheon guests	364
All other	1,269
Clothing	769
Housing	2,679
House Operation	1,260
Furnishings	82
Miscellaneous:	5,782
Automobile upkeep	603
Medical care	398
Life Insurance premiums	524
Care of the person	125
Recreation	311
Carfare	81
Tobacco	55
Gifts	721
Association dues	117
Education	97
Church and Charity	130
Incidentals	111
Rail and plane transportation	798
Taxi fare	331
Extra clerk hire	644
Extra postage and telegrams	152
Extra telephone toll calls	491
Extra newspapers	93

Note the items for entertainment. This item is by no means exaggerated. Visiting constituents inevitably expect members of Congress "to show them a time" while in Washington.

So it adds up like this, according to another philosophical member:

"They say we've got our hands in Uncle Sam's pocket when we talk about raising our own pay.

"What it amounts to is that every mother's son who comes to town has his fist in ours."

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*Florentine School,
early 17th Century,
reproduced from the
original with special
permission of the owner.*



Peace on Earth ~ ~

Never before have the strength and beauty of the Christmas ideal meant so much to the people of America. For this Christmas, after years of bitter, tragic war, our nation is at Peace.

For this great blessing, we give humble thanks. To our countrymen who fought and gave their lives in the cause of freedom and human rights, we owe a debt of everlasting gratitude. For them we bow in reverent tribute.

So, at this Christmastime, with thanksgiving in our hearts, we of America must face the future with faith and courage . . . and work together with determination and sustained devotion to the task of preserving the Christmas ideal — Peace on Earth and good will among mankind.

Norfolk and Western Railway



*My diagnosis for enjoyment!
Pipefuls of amazingly mild
and flavorful*

Country Doctor Pipe Mixture

ECONOMY-LUXURY



25
Pleasureful
Pipefuls
25¢

TRY IT TODAY

If your dealer doesn't have it—write Philip Morris
& Co., Limited, Inc., Dept. C1, 119 Fifth Avenue, N.Y.



INDUSTRY

IDEAL SITES available immediately for plants of all types and sizes.

SKILLED LABOR, best source in the entire United States.

LOW TAXES, no state income tax.

MAJOR MARKETS nearby. Detroit only 30 minutes away, Chicago and Cleveland a few hours by super highways.

FINE LIVING CONDITIONS for employees plus opportunities for hunting, fishing, boating, bathing in the heart of the Great Lakes area vacationland.

DIVERSIFIED ACTIVITY, center of the Midwest's vast industrial and agricultural wealth.

WORLD-FAMED MINERAL BATHS and health resort—a healthful place to live and work.

For efficient, low-cost, peacetime production—and good labor relations—write or wire

Room 115 • Board of Commerce
Mount Clemens, Michigan

Drama Behind the Match

(Continued from page 46)

"What'll you charge me for a billion books of matches?"

Traute said quietly, "Two and a quarter million dollars," and Wrigley snapped it up.

It was the first of many such gigantic deals. Soon Coca-Cola was using up books of matches at the rate of 200,000,000 a year. Gillette once gave away 10,000,000 books with a new type of razor blade attached to each.

But the biggest break of all for the book match came in 1912 when some unknown cigar clerk decided that it might gratify his customers if free matches were available. After prudently driving nails through its bottom to deter the greedy, he placed a cigar box full of wooden matches on his counter.

The idea spread and soon it was a rare cigar counter that did not display free matches. Book match men weren't long in pointing out the convenience and the added attraction of book matches. And when they came up with the idea of advertising on the covers, a free book of matches with each cigar or pack of cigarettes became standard.

Cheap enough to give away

TODAY a considerable part of the book match output carrying the advertising of the buyer is bought directly from the match manufacturer.

One of the lushest fields for book match distribution is the "resale" operation. Here, the match maker sells cover space to the manufacturer of a widely distributed product. Then, with this advertising revenue in hand, the match maker sells the books to jobbers in areas designated in advance by the advertiser. The jobber, getting these matches at lowered price, resells them to the little cigar store for about 1/5 of a cent a book which is cheap enough so they can be given away.

Another type of sale is called the "Advertiser's Economical." The manufacturer of a nationally used product has his advertising printed on one side of the cover. The advertising of the local representative is carried on the other side and is charged to the manufacturer. Sold by the case of 2,500 books to the local agent, these matches are used as good-will offerings to prospective clients.

This practice of free matches is

peculiar to the United States. American ingenuity which reduced production costs has made it possible. But it also took an international battle as well.

During World War I, the incredible Ivar Krueger had become czar of the Swedish match industry. In 1920, he determined to throw American match makers out of business and get a world-wide monopoly, after which he'd decide prices.

Fighting the match trust

AMERICAN manufacturers were ready for him. They put on a price-slashing counterdrive that flustered Krueger. He fought for a while but when the largest American manufacturer proposed that it take over the Swedish (strike-on-box) match sales agency in America and in return stay out of Europe, Krueger accepted.

But he wasn't finished. On the sly, in violation of his agreement, the "match king" began to buy up smaller American match companies. In 1923, he used his reputation for financial wizardry and sure dividends to organize the American International Match Co. and get more capital from gullible American investors than was already invested in the whole U. S. match industry. Then Krueger began to use his American companies to lobby in Congress for a let-down of tariff walls against foreign matches.

But American match makers hadn't given up. In 1928, they began a clever campaign. One after another, they organized new companies, keeping always in the background. Krueger was permitted to buy half interests in them. It wasn't long before Krueger, parting with five and six million dollars at a shot, was hopelessly overextended. When the 1929 crash came, Krueger's empire toppled. He shot himself.

Match making is a complex business. One company, for example, produces all three types: the strike on-the-pants or kitchen match, the strike-on-box safety match, and the book match.

To make them, it operates four plants in various sections of the country. For its book matches, it buys paper. To get the white pine splints for its round wooden matches, it operates hundreds of thousands of acres of forest.

As part of its operations, to make matches cost less, it goes in for by-

products. It runs 60 retail lumber yards in California alone which carry a complete line of building material. It makes hives and honeycomb frames for beekeepers. It markets prunes from its prune trees. In New England, it operates 20 more lumber yards.

In addition, it is one of the country's largest distributors of paper napkins, toothpicks, clothespins, wax paper, picnic plates and toilet paper.

Nor can you appreciate the complexity of match making until you're actually inside a plant and see the giant machines, 60 feet long and two stories high, turning out matches by the millions. The process is almost fully automatic. Blocks of selected straight grain pine are fed into one end to emerge an hour later as filled boxes of finished matches.

Dipped in many baths

STEEL dies cut the blocks into 1,260,000 sticks an hour. The splints go into perforations in an iron plate and are conveyed through a series of baths. One solution impregnates them to prevent afterglow. A second puts the bulb on one end, a third adds the eye which is the "igniter cap." Between each operation, the sticks are dried by conditioned air at exact temperatures.

Despite the speed, it still takes a year to make a match because the green timber has to be seasoned at least that long before it's fit for use.

In safety or strike-on-box matches, the phosphorous compound is added to the sandpaper on the box instead of to the match head. This is also true of book matches.

The book match process is largely in the nature of a printing job. Cutters and intricate assembly machines insert match "combs" into covers, fold and stitch them, apply the striking surface, and finally pack them in the book match caddy.

In all types of matches it takes considerably longer to compound the match head ingredients than to turn out the match itself. Hours are needed to mix solutions. Various fire-producing chemicals, each with individual characteristics, must be balanced against each other to get a flame neither too violent nor too sluggish. Other ingredients are added to provide resistance to atmospheric moisture, to hold the chemicals together as they burn, avoiding dripping, to harden them without making the heads brittle, to fill in tiny air spaces which would cause flashes.

But when the matches come off the line, they're masterpieces of production ingenuity. Light a modern match

LIGHTER WEIGHT is only 1 OF ALUMINUM CASTINGS' 10 BIG ADVANTAGES



CHECK THEM!

- | | |
|---|---|
| <input type="checkbox"/> Light Weight | <input type="checkbox"/> Excellent Physical Characteristics |
| <input type="checkbox"/> Lower Machining Cost | <input type="checkbox"/> Electrical Conductivity |
| <input type="checkbox"/> Resistance to Many Chemicals | <input type="checkbox"/> Non-Magnetic |
| <input type="checkbox"/> High Tensile Strength | <input type="checkbox"/> Minimum Porosity |
| <input type="checkbox"/> Better Appearance | <input type="checkbox"/> Ease of Handling |

It's important to reduce excess weight in your product. And it's easy, too. Just make a change to aluminum alloy castings. In the manufacture of many electric motors, for instance, a change to aluminum alloys for the outside frame and end bell caps makes possible a 25% reduction in total weight.

Your product too may enjoy one—or all—of the other advantages of aluminum listed above. Check off the particular advantages of aluminum you desire for your product. Then submit to Acme along with blueprint or specifications for study and recommendations by Acme experienced engineers. You may find that a change to Acme Aluminum Castings offers you surprising production savings, as well as a lighter weight, superior product. This Acme consulting service places you under no obligation.

ACME ALUMINUM ALLOYS INC.

DAYTON 3, OHIO

Patterns • Tools • Aluminum, Brass, Bronze Castings • Engineering

New York: F. G. Duffen Co., 111 Broadway

Chicago: Metal Parts & Equipment Co., 2400 W. Madison St., St. Louis: Metal Parts & Equipment Co., 3615 Olive St.

IN BURMA

THIS IS THE PIPE THEY USED TO SMOKE

TODAY IT'S

LHS STERNCREST STERLING

IN BURMA, OUR BOYS HAVE GONE

Now, HOORAY, they're coming back again—puffing on those mellow LHS's. And you can be too, because more and more of these fine pipes are going into civilian channels. Though your dealer might not have all models on hand now—you can still be assured of an ever increasing selection of pipes that are of pre-war quality and workmanship.

\$5

Model No. 53
Antique Finish
Sterling Silver Band

IMPORTED BRIAR

Dozens of other handsome models in Plain and Antique Finish.

LHS Sterncrest 14K . . . \$7.50
Specially selected briar. 14K gold band.

AT ALL GOOD DEALERS

LHS PIPES

Write for "Pointers on Pipes"—It's FREE.

L & H STERN, INC., 56 Pearl Street, Brooklyn 1, New York

Keep on Buying Victory Bonds

and it burns evenly, quietly. It drops no incandescent ash. There's no dangerous fire-causing afterglow. And little odor or smoke. It won't go off by itself. Yet it lights easily. It's a prize product for a fraction of a cent. Yet you're due for even a bigger surprise now that the war is over.

When it became evident that a great deal of the war had to be fought amphibiously and in torrid, rain-drenched tropics, the Army brought its problems to the match makers. "It may be as important," the generals said, "to put raincoats on our matches as on our soldiers."

Diamond Match Co. chemists had the answer in February, 1943—an answer that had seemed impossible.

At first glance, this new match looks ordinary enough. But on close inspection, you'll see that the head half of the stick wears a coating that looks like varnish, but isn't.

Ingredients are still a secret. But here is what happens: Submerge the match in water for hours and it will still light. Store it indefinitely in climates where humidity is near 100 all the time, yet it won't deteriorate. Let it rest in a fighting man's pocket until sweat dissolves the box, yet the match will be usable.

During the war, many an American flier, forced down in the ocean, drenched before he reached dry land, had a fire going to warm himself almost the moment he stepped ashore. In rain-plagued tropics or coming through the drenchings that were routine in beachhead landings, American soldiers had lights instantly.

Now—after the war—civilians will reap the benefits. No more disintegrated match heads when you're at the beach. And next time you're on a camping trip and get dunked in a canoe, you'll climb ashore, light up, and dry off fast.

Americans will take all this for granted. Which perhaps is the way it should be. But in any case the story of the match will always be one of a simple treasure with a complex background.

Fresh Cream

CREAM can be kept fresh at room temperature for a year or longer by a new method developed by California Products Co., Gustine, Calif.

After preheating, the cream is sterilized at temperatures varying between 260 and 280 degrees Fahrenheit for about four minutes, rapidly cooled and passed into a sterile holding tank ready for bottling.



*Tenite steering wheel
for 1946 Packard*

Foremost plastic of the automotive industry

Tenite has steered leading makes of American motor cars for ten years. During the war, it was a natural choice for the steering wheels of landing craft, jeeps, and Army trucks, and control wheels for bombers. Now, Tenite is back in civilian life and will shortly make its appearance on the steering wheels of 1946 automobiles.

Motorists will also find Tenite used again for the control knobs, gear-shift levers, handles, and panels of their new cars. Colorful, shatterproof, pleasant to touch in any kind of weather, Tenite has proved ideal for interior appointments of motor cars in every price range.

Tenite is manufactured in a number of formulas which suit it to a wide variety of uses. For further information about this versatile plastic, write to the TENNESSEE EASTMAN CORPORATION (Subsidiary of Eastman Kodak Company), KINGSPORT, TENNESSEE.

Tenite
an Eastman plastic

For Sale—1,300 Plants

(Continued from page 50)

number have been officially declared "surplus," owing to the lethargy of the Army and Navy in selecting stand-bys. (No deal can be closed until the plant gets its official "surplus" tag.) Quantities of newspaper advertising have been sent out describing plants in various regions and urging buyers to contact the nearest RFC office. Thirty-five thousand copies of an attractive "briefalog" (mail-order-style catalog) have been printed, describing each property.

Business negotiates

ONE hundred prospective bidders are interviewed daily, on the average, in Washington, where a staff of 20 "negotiators" holds forth. The national firms usually come to headquarters to dicker; most of the smaller deals originate in the field. The negotiators are former business men, most of them with considerable experience.

At Washington, sales negotiations

own firm for six years, before coming to Washington. Cole is genial, realistic and a hard worker—he was in his office from 6:30 a.m. until 6 p.m. on both days I talked with him.

Robert G. Rhett, chief of Plant Administration, whose job is to see that Uncle Sam collects the money from the sales and leases, was president of a bank in Charleston, S. C. He had worked up from the bottom. When his bank crashed in the depression, he joined HOLC, then RFC under Jesse Jones. Fred Berquist, general supervisor of sales, was Special Assistant to the Attorney General.

Symington himself used to be president of the Emerson Electric Co., St. Louis, manufacturers of radios. His deputy, Nigel Bell, was an industrial engineer before he entered the Army, where he was in charge of plant negotiations.

At the helm in Detroit, center of one of the most congested federal areas, is Arthur Fushman, formerly collateral supervisor for the First National Bank of Detroit.



The Geneva Steel Works is the only plant west of the Mississippi to process raw materials to the final product, finished steel

for the general purpose plants—factories capable of immediate reconversion for general manufacturing purposes—are headed by Frank W. Cole, former industrial architect. A graduate of M.I.T., Cole studied abroad before joining a large New York architectural firm. He had his

Before throwing any "item" onto the bargain counter, RFC sends its own engineers—it employs a permanent staff of 1,000—or hires a firm of consulting engineers, to estimate what the installations and machinery could be reproduced for today. Allowing for deterioration, this figure be-

comes the starting point for negotiations with a buyer.

RFC has a complete file on each plant since the beginning, covering all engineering, production, and marketing phases of operations. The prospective purchaser can examine these reports.

Next, deductions are allowed for "useless" gadgets. On an aircraft site, for instance, bomb shelters would disappear from the invoice. Other deductions would follow—until the list reached a point where it would pay the Government to try to find another purchaser who could use more of the facilities. Each deal is a separate negotiation. All must be approved by RFC in Washington.

To speed properties back into production—and employment—RFC offers purchasers liberal credit, sometimes 90 per cent of the price of the plant; 75 to 80 per cent advances aren't hard to wangle. Plant loans run ten years; five years is usual for machinery. Or, RFC will guarantee 75 per cent—sometimes 90—of a loan a local bank may wish to extend.

An operator has the privilege of an "interim" trial period of 90 days, on a month-by-month rental. In the case of plants which are difficult to unload, RFC grants leases of three to five years. Thus far, 62 leases of this sort have been signed. This may mean the plants will bounce back eventually, but RFC feels that the risk is justified because of the immediate boost to employment.

Sales at a good price

SO far, 34 plants have been sold, at average investment recovery rate of 80 per cent. Ten, including six iron and steel products plants, brought 100 per cent of cost, all buyers being wartime operators. A machine tool factory at Cicero, Ill., sold at a profit of \$26,000 on an original investment of \$204,000. The buyer was not the wartime operator. A machine tool plant at Detroit, originally costing \$395,340, sold for \$325,000 to its wartime operator.

At Santa Ana, Calif., a dehydrated vegetables plant, formerly operated by Compak Foods Inc., sold to the Case Swayne Co., of Merced, Calif., for a little more than half its original cost of \$194,897.

Negotiations covering nearly 600 other plants are in process.

Political hot spot in this industrial stockpile—and likely to sizzle to higher temperatures—is the group of plants the Government leased to the Aluminum Company of America, Rey-

Whether it's water cooling
for a steel mill or refrigeration for
a soda fountain

*Specify the favorite
Specify Frigidaire*



IN PLACE AFTER PLACE, the world over, you'll find Frigidaire Refrigeration and Air Conditioning equipment. Here are just a few of them:

- Hotels and restaurants
- Markets and groceries
- Hospitals
- Farms and dairies
- Factories of all types
- Delicatessens
- Testing laboratories
- Chocolate coating rooms
- Blood banks
- Bottling plants
- Dental laboratories
- Bakeries
- Bars and taverns
- Telephone exchanges
- Vegetable storage rooms
- Locker plants
- Stores of all types
- Florists
- Optical shops
- Funeral homes
- Schools and colleges
- Trucks and buses
- Safety deposit vaults
- Offices
- Trains and ships
- Packing plants
- Beauty parlors
- Photo developing labs
- Barber shops
- Medical centers

Whatever you may need—cooling, refrigeration or air conditioning—consult your Frigidaire Commercial Dealer. He will be able to tell you about the kind of equipment that will meet your needs most effectively . . . give you the latest information on when this equipment may be available. Find his name in classified section of telephone book under "Refrigeration Equipment". Or write Frigidaire, 535 Amelia St., Dayton 1, Ohio. In Canada, 377 Commercial Rd., Leaside 12, Ontario.



CARNEGIE-ILLINOIS STEEL CORPORATION,

Pittsburgh, Pa., nineteen years ago made its first installation of Frigidaire water coolers in the open-hearth section of its Homestead, Pa., plant. Since then, hundreds of Frigidaire water coolers have been installed in Carnegie-Illinois Steel plants in various parts of the country to provide steel workers with drinking water cooled to just the right degree. Carnegie-Illinois Steel's investment in Frigidaire water coolers has enabled them to effect savings of thousands of dollars annually over old-fashioned methods.

For Excellence



in War Production

FRIGIDAIRE

Made only by

GENERAL MOTORS

COMMERCIAL REFRIGERATION • AIR CONDITIONERS
BEVERAGE, MILK, AND WATER COOLERS
REFRIGERATORS • RANGES • WATER HEATERS
HOME FREEZERS • ICE CREAM CABINETS

nolds, Olin and other smaller independents.

Already the focus of a national controversy over alleged monopoly in the aluminum field, the plants may become pawns in a major legal battle. As things stand, the appellate court which reviewed the Government's antitrust suit against the Aluminum Company of America (Alcoa) is holding final judgment in suspense pending the disposal of these plants. (The court held that Alcoa had a monopoly in 1940 on aluminum "pig." If it is ruled that Alcoa still has a monopoly, the company can be broken up.

One of the industrial miracles of the war was the stimulated growth of the young aluminum industry to a production more than six times pre-war. Today the United States leads

important producer of aluminum on the American continent.

"At this time," one witness testified before Congress, "a single well-placed bomb would have paralyzed American aluminum production for 18 months."

The only commercially practicable deposits of bauxite—richest ore source of aluminum—were in Arkansas, near Alcoa's alumina plant, and owned by Alcoa. Normally, these deposits supplied half of the raw product used by the industry, the balance being imported from Dutch Guiana.

During the first year of war, German submarines, lurking off the Guiana coast, torpedoed nearly all the bauxite-laden freighters that headed for the United States. Alcoa met the emergency by rushing their

Harbor, that private industry could not be expected to assume the load. Since the job had to be done, the Government poured in \$671,000,000 to finance construction of two large alumina plants (one at Hurricane Creek, Ark.) capable of producing 1,277,000 pounds annually (four times Alcoa's largest prewar output); nine aluminum-reduction plants; 24 fabricating plants; "scrambled" equipment in 26 privately owned plants, and miscellaneous related facilities.

Alcoa more than doubled its own output and operated the bulk of the government facilities. With borrowed federal funds, Reynolds, a prewar fabricator of aluminum (especially foil) developed a big alumina plant at Sheffield, Ala., using bauxite from its mines in Arkansas and some low-grade deposits in Alabama. This is the only plant in America where the processing is carried from the bauxite state through to finished aluminum sheets. Reynolds' peak production was 200,000,000 pounds.

Other reduction and processing plants were scattered across the continent.

Clark wants dispersed industry

NOT all this dispersal is economically efficient in peacetime, but the Government's position, as described by Attorney General Clark, is that at least some of it should be retained.

The Attorney General's second charge is that the threat of a single control of the raw product will deter peacetime commercial manufacturers from making utmost use of aluminum, fearing they might be at the mercy of price manipulation.

Alcoa denies it has a monopoly today, reiterating that more than half of the national aluminum capacity is owned by the Government, and points in self-justification to its performance in the war.

A good deal seems to depend on whether the new aluminum plants, owned by the Government, can make a go of it independently. Alcoa's own facilities could produce all the aluminum the country can be expected to consume for some time—slightly less than 1,000,000,000 pounds a year—assuming an industrial appetite three times prewar. Aluminum production is costly, and competitors would have to be sizable concerns.

However, M. M. Caskie of the Reynolds Metals Co. says:

"There is no doubt about Reynolds remaining in aluminum. We have arranged for an assured source of bauxite in Haiti and Jamaica, and we

Tips on Buying a Plant

IF YOU are interested in acquiring a government-owned plant or industrial real estate, the Reconstruction Finance Corporation offers these suggestions:

1. Apply at your nearest RFC office for information concerning available plants. If you do not know the office address, ask your banker.
2. Describe the type of government-owned plant in which you are interested. RFC will help you to locate it.
3. Specify the kind of machine tool or other production equipment you will need. RFC has an ample stock of the world's most modern equipment from which to make a selection.
4. Arrange with RFC—when a government-owned plant appears suitable for your use—for plant inspection. You may enter into negotiations immediately for its purchase or lease.
5. Inquire as to terms which RFC may extend in helping you to purchase a plant.
6. Show how your acquisition of a plant will provide jobs. Employment is a primary factor for consideration in the disposal of government-owned plants.

all nations in output of this metal producing 40 per cent of the world supply. Canada ranks second, with 26 per cent. The Canadian production was financed by American money.

When war broke, the Aluminum Company of America was the only

mining operations to service the entire American war effort. In 1943, the American Navy got the Caribbean under control, and from then on we were able to ship in all needed.

Wartime aluminum demands so far exceeded consumption before Pearl

YOUR PHILCO DEALER CAN TELL YOU NOW—



What's new in Radio from Philco, the Leader!

Yes, your Philco dealer has the full story now... and it's sensational! Philco returns to its unbroken record of radio leadership *ten years ahead of four years ago!* Again, from the laboratories of the leader come the newest and greatest radio and phonograph developments... electronic achievements that bring you a thrilling advance in the enjoyment of radio and recorded music. Visit your Philco dealer today... he's ready to tell you and show you *the great news!*

Sensational Radio Phonograph Developments

New Philco Dynamic Reproducer... New Philco Automatic Record Changers... New Philco Advanced-FM System... New Philco Automatic Record Player... amazing electronic achievements!



Automatic Table Model Phonographs

New table radio-phonographs with Automatic Record Changer... Amazing Philco invention makes even the single record radio-phonograph *automatic.*

Greatest Performing Portables Ever Built



The greatest performance ever achieved in a portable radio, even in the most difficult locations. Plays anywhere, indoors or outdoors.

Exquisite Table Model Radios

A complete selection of compact and table model radios, exquisite in design, using modern plastic and new wood effects. Every one a tremendous value in tone, power and beauty.



PHILCO

*Famous for Quality
the World Over*

TUNE IN! The Radio Hall of Fame. Sundays, 6 P.M., EST; Don McNeill and the Breakfast Club, Monday through Friday, 9:45 A.M., EST; ABC (Blue) Network.

Build a Plant Down Where the South **BEGINS**



*It's not always the plant
—it's where you plant it!*

THE TOP OF THE SOUTH . . . in the area between Richmond and Washington . . . offers a unique combination in both manufacture and distribution . . . a combination of quick and economical accessibility to the choice of American markets with the low-cost-production facilities of the South.

Manufacturers seeking a location or re-location of their plants will also find many other facets to this jewel of industrial opportunity: Superbly mild all-year climate. Home-loving, contented, native-born labor with know-how. Lower living costs. Lack of shipping congestion. Plentiful supply of cheap

electricity. An abundance of soft water in its natural state. **PLUS** reserves of mineral, forest and agricultural raw materials for a variety of industries.

Our great fleet of new fast locomotives, plus substantial additional trackage, acquired for our enormous war transportation job—and the operating experience gained—combines to assure the best in present and future Service.

We offer a complete and confidential Location Engineering Service without cost or obligation.

**RICHMOND,
FREDERICKSBURG
AND POTOMAC RAILROAD**

JOHN B. MORDECAI, TRAFFIC MANAGER,
RICHMOND 20, VIRGINIA

believe enough new uses for aluminum can be developed to absorb the increased output."

The probability is the competitive ventures will get some initial government aid, in reduced rent for a trial period or possibly a guarantee of production costs, along the lines of Alcoa's contract during the war, although some opposition to subsidy developed during the recent surplus property hearings on Capitol Hill.

"At any rate," Symington told me at the end of an interview, "I am not going to sell any plants to Alcoa."

Capacity up 80 times

MAGNESIUM is another light metal, strategic in war and valuable in peace, in which the Government has a big stake—\$500,000,000 in buildings and machinery and \$15,000,000 in fabricating plants. From 1940 to '45, the industry increased its production capacity 80 times, while 50 new companies came into existence to process magnesium articles. Here again, private firms stepped up production with federal equipment.

Here, also, the field was dominated by a single producer, the Dow Chemical Company, which continued to turn out most of the supply. A few "independents," including the versatile Henry Kaiser, came into the business, using government-owned facilities, their aggregate contribution totalling about a third of the wartime total. One year, 1944, the independents turned out half of the entire output. The United States became the world's leading magnesium country, the 1944 production reaching 500,000,000 pounds.

Sea water is plentiful, which may account for the fact that Washington does not seem excited over the monopoly issue in magnesium. There is concern, however, over how consumption can be prevented from dropping disastrously and what the Government is going to do with its expensive plants. Production has stopped in all of them. The Dow Co. plans to buy the government-owned expansion at Freeport but isn't interested in the Government's \$72,000,000 plant at Velasco, a few miles away.

Dow executives believe American markets can be pegged at 60,000,000 pounds a year—nine times prewar—which they say their own establishments can produce easily.

Thus far, no magnesium or aluminum producing plant has been sold.

To save as much as possible of the aircraft manufacturing industry, the Department of Commerce is working to help develop foreign markets.

SILVERCOTE INSULATION

Helps Keep Tropical Barracks COOL!



The "downbeat" of solar heat in tropical barracks is arrested by a layer of Silvercote Reflective Type Insulation under the sheet metal roof. Photograph shows Silvercote being unrolled and fastened to rafters.

Armour Research Foundation Tests show thermal conductance of 0.245 when Silvercote divides 1½" air space.

SILVERCOTE PRODUCTS, INC.

161 East Erie Street

Chicago 11, Illinois

The insulating qualities of Silvercote have wide industrial applications. It is used in buildings of all kinds, from tropical barracks to cold storage plants, and in railway cars, truck bodies and refrigerators. Silvercote is popular because it is (1) inexpensive, (2) it is light in weight, (3) it is impervious to infiltration of air, (4) it is waterproof and vapor resisting, (5) it is installed with the least wastage, (6) it is made in any width to 120 inches and in length to 500 lineal feet. Silvercote may be used to advantage in combination with other materials and methods of insulation. To manufacturers of insulating materials, we welcome the opportunity of showing you how Silvercote may be used to enhance the insulation value of your product. Your inquiry will receive prompt attention.





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More than two-thirds of the federal-owned manufacturing facilities are concentrated in the aircraft and shipbuilding industries.

Of interest to the West is the mammoth government-owned steel plant a few miles from Provo, Utah, which has been operated by the Geneva Steel Co., a subsidiary of U. S. Steel. This is the only steel plant west of the Mississippi where ore is mined and processed to the final product. At a cost of \$200,000,000, this plant was raised up in the desert soon after Pearl Harbor, and put into operation within a year after construction started, to employ a total of 2,300 men. At present, the plant is practically shut down.

Government-owned steel enterprises throughout the country account for about ten per cent of the total output.

In synthetic rubber, there is the \$60,600,000 plant at Roberta, Pa., managed by the Koppers Company—also put into operation a year after ground was broken—and the federal-owned establishment at Port Neches, Tex., costing \$56,500,000, operated by the Neches Butane Products Co.

Pending the report of the Batt Committee, the future of the American synthetic rubber industry is in suspense, although it is expected at least some of it will continue.

Plants well distributed

GEOGRAPHICALLY, 28 per cent of the federal-owned plants are in the East North Central States, 18 per cent in the Middle Atlantic, 11 per cent in the West South Central, and nine per cent in Pacific Coast regions.

It is unfortunate, from the employment viewpoint, that the industries with the best chance of postwar utilization have the lowest employment potential per investment, while the plants having the least chance of complete utilization hired the larger share of workers per \$1,000,000 of capital.

Symington says he wants to help "local capital" get as many of the plants as possible. There are, of course, a few factories in the \$25,000 to \$100,000 class, but 73 per cent of the federal investments in new plants and 30 per cent of the sums in expansions were in lumps of \$10,000,000 or more.

"Local capital" usually will have to be capable of acting in terms of tens of millions, sometimes even in hundreds of millions of dollars.

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Why Bureaus Have Nine Lives

By LAWRENCE SULLIVAN



BACK IN 1940, when we launched our \$350,000,000,000 defense program, the *non-war* budget of the federal establishment was \$7,600,000,000 a year. That was the total expenditure for routine civil functions, exclusive of all military appropriations.

For the current fiscal year, ending June 30, 1946, those same non-military items will cost \$15,900,000,000, or \$209 for every \$100 spent on them in 1940.

Bureaus thrive in wartime

DOES an increase of 109 per cent in the "regular" budget over a period of six years present a warning to Congress that bureaucratic expansion possibly has overreached by far both the practical needs and the economic resources of the nation?

President Truman has asked Congress for sweeping executive authority to reshuffle the administrative agencies for economy and efficiency in peacetime operations. Shall this reorganization begin at the bloated

CONGRESS would like to do something about government expansion but, because of pressure groups, it is almost powerless to act

wartime level of 3,500,000 civilian workers on the federal pay roll (exclusive of all military personnel), or at the prewar level of 1,000,000?

Congress would like a hint on that point before delegating the reorganization authority. To weave the wartime agencies into the permanent federal establishment by merely changing the initials on the door—as we have changed WPB to CPA—would be to stabilize federal employment somewhere near the level of 3,500,000 civilian workers as compared with 572,000 in 1933, when we began our alphabetical expansion with AAA, NRA, WPA, and PWA.

While we were spending \$50,000,000,000 to \$90,000,000,000 a year on war activities, the routine departmental appropriations bills, in mere

tens, and hundreds, of millions, attracted little public attention. As a result, every non-war agency dipped deeply into the patronage gravy. The following table compares total administrative ap-

propriations for major departments and independent agencies (exclusive of veterans' assistance and interest on the national debt):

DEPARTMENT APPROPRIATIONS

(in millions of dollars)

	1940	1946
Treasury	\$112	\$367
Agriculture	176	184
Commerce	70	127
Justice	52	80
Labor	10	12
State	22	69
Legislative	23	31
Judiciary	11	15
Federal Security	67	119
Federal Works	35	91
Other independents	53	129
President	2.7	3.2
	\$633.7	\$1,227.2

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chairman of the Joint Economy Committee, on May 24, 1945, that "duplications of effort and conflicting authorities existing among the nearly 1,200 main governmental departments and bureaus" present a colossal problem.

Many overlapping agencies

WHEN the House opened hearings on the reorganization bill, one of the first witnesses called was Lindsay C. Warren, who, as Comptroller General of the U. S., has audited and O.K.'d for payment every government voucher since 1940. For many years a member of the House before his appointment to the General Accounting Office, Mr. Warren knows the details of the federal structure as do few others in Washington today. Hear him, then, before the Committee on Expenditures in the Executive Departments, three months ago:

"There were at least 29 agencies lending government funds; three insuring deposits and loans; 34 dealing with the acquisition of land; 16 dealing with wild life preservation; 10 dealing with government construction; nine dealing with credit and finance; 12 dealing with home and community planning; 28 dealing with welfare matters; 14 dealing with forestry matters; 65 agencies gathering statistics... 75 bureaus, divisions and agencies of Government have an important connection with transportation."

The theory underlying this bewildering maze of federal bureaus is a sort of instinctive faith that we solve problems of national growth or adjustment by the mere act of creating a new administrative agency in Washington. Let us examine that theory in the light of our experience in the field of labor relations.

Up to 1934 all labor policies and programs were administered through one Cabinet department. Today we have no less than 17 different federal agencies charged with various phases of labor and manpower administration. The Labor Department still carries on with about 6,000 civil employees. But we also have the National Labor Relations Board with 3,000; the defunct War Labor Board with 4,000; the Railroad Retirement Board with 1,800. Next we have the Employees Compensation Commission with 500, the Fair Employment Practice Committee with 128, the National Mediation Board with 100. Here is a total of 16,000 federal pay-rollers guiding relations between management and labor.

And this takes no account of the

27,000 employed by the War Manpower Commission until Mr. Truman wrung its neck, three months ago.

Up to that point we had 43,000 full-time federal employees engaged exclusively in labor and manpower administration from Washington. That's considerably more people than normally would be employed at gainful occupations in an average American city of 100,000 population.

Yet the average number of strikes and related interruptions to production yearly over the past decade has been the highest in our history. Did bureaucracy solve that problem? If not, perhaps we may find the reason in the history of the moribund French bureaucracy of the Eighteenth Century. As Dr. Henry M. Wriston recalls in his *Challenge to Freedom*:

"Then, as now, the bureaucratic architects put floors under wages and ceilings over prices—but they did not leave room between floor and ceiling for a free man to stand upright."

Beginning the liquidation

MR. TRUMAN made a promising beginning toward abolishing temporary war agencies after V-J Day:

War Manpower Commission was liquidated within the month.

Office of Defense Transportation began to unwind at once, and now has closed all its field offices.

Office of War Information folded in part, but transferred all overseas operations to the Department of State.

War Production Board abandoned 450 of its 500 wartime industrial controls and turned the final liquidation job over to the new Civilian Production Administration.

The Office of Economic Stabilization has been consolidated with OWMR.

OPA, with gasoline, fuel oil, canned goods and about half the meats off the ration lists, already has reduced its paid field staff by 15,000.

War Labor Board stopped taking on new dispute cases, and will use the balance of its appropriations for the fiscal year 1946 to close out dockets in its 12 regional offices.

The Office of Fish Coordinator was abolished by Executive Order 9649, effective October 29.

All this marks a strong beginning for the first 90 days following the end of the war in the Pacific. But, after allowing for continuing functions transferred to permanent departments, these cutbacks aggregate considerably fewer than 100,000 civilian employees, out of about 3,700,000 on the federal rolls at V-J Day.

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Measured in these terms rather than in the disappearance of alphabetical symbols from the *Federal Directory*, the liquidation of the war agencies has been slow indeed.

One bureau that grows

WHEN we consider the steady expansion of the Veterans Administration coincident with military demobilization, there has been, as yet, no appreciable reduction in government personnel. Appropriations for the Veterans Administration have increased from \$613,000,000 in 1940 to \$2,000,000,000 in 1945 and to \$3,000,000,000 in the current fiscal year. Against the 60,088 civilian employees in this service last April, General Omar Bradley anticipates an organization averaging 120,000 employees in the new fiscal year beginning July 1, 1946.

By a curious coincidence, two items in this year's budget—\$3,000,000,000 for veterans plus \$4,500,000,000 for interest on the national debt—just about equal the total "ordinary" or non-war budget of 1940.

Such are the dimensions of the problem before Congress and the President as they go to work this month on the budget for the first full postwar year, beginning July 1, 1946—the fiscal year 1947.

As this season of civilian demobilization approaches, every bureau, commission and agency becomes a highly organized pressure group seeking to convince Congress that its own particular wartime functions should be adapted to peacetime needs. Housing presents a typical example. The National Housing Agency performed a vital emergency function in providing shelter for mushrooming industrial centers.

But now, with the war over, the argument is advanced that public housing activities must be continued with even larger appropriations, at least until the tremendous backlog of deferred demand is supplied.

Similarly, OPA argues that it must maintain price controls and rationing of scarce items until supplies approach normal peacetime demand. The Department of Agriculture, which put high floors under farm prices to call out increased wartime production, must, under existing law, continue to administer those floors for at least two complete crop years after the formal presidential proclamation ending the war.

So the story runs through every bureau. Vast systems of administration have been built up, with regional and district offices scattered from



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coast to coast. Of course, there is a natural urge in each of these organizations to carry on in times of peace.

The staffs of these once temporary agencies, moreover, are made up entirely of men and women from the various states. Each is a constituent, if not a patronage worker, of some member of the House or Senate.

Secondly, every beneficiary of the wartime emergency activities is apprised in exact figures what suspension might mean to him. The farmer is told that the bottom may fall out of agricultural prices if this or that program be abandoned; the worker is told that wages will fall if government controls are relaxed; the business man is threatened with a severe depression unless wise federal planning guides the whole economy through the next five years. What will become of you, the Commodity Credit Corporation asks the flour miller, if the wheat grinding subsidy of 30 cents a bushel is abandoned?

An effective lobby

BY such threats and scares, many influential segments of popular opinion, which ordinarily would be vociferous on the side of governmental economy, are brought to a position of reluctant acquiescence on the issue of prolonging wartime controls.

Finally, the so-called industrial advisory committees and county agricultural committees are given to understand that the very maintenance of their home-town authority depends on the continuation of the great wartime programs.

There are thus three distinct channels of pressure on Congress for the maintenance of every emergency activity—the payrollers, the beneficiaries and the advisory committees.

All these compounded pressures come out at length to a hectic scramble for appropriations. Frequently one agency may maintain itself only by throwing its support first to the continuation of another division or bureau. By this process of log-rolling and "pressure pools," Congress at times finds itself all but submerged, powerless to adhere to any program of orderly liquidation of the civilian personnel.

Ordinarily the Bureau of the Budget, the central coordinating agency for all federal activities, should be the agency charged with wise and temperate demobilization of the wartime administrative machinery. But it may be questioned whether the Budget Bureau, as now staffed, is disposed to tackle the job.

An incident in the testimony of



What makes men like their work?

What makes men like their work? Generally it is the conviction that they are doing the kind of work they are best fitted to do, plus the belief that the particular jobs they are filling are the stepping stones to the sort of future which will give them the things they want most.

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Harold D. Smith, Director of the Budget, on the Truman reorganization bill, on last Sept. 4, fairly illustrates the attitude of the professional budget makers on the broad issue of federal economy. A member of the House Committee asked, concerning the \$8,000,000,000 budget for 1941:

"In your opinion, how much of that could have been saved by abolishing functions and appropriating only amounts absolutely indispensable?"

MR. SMITH: My judgment on that would not be any good.

REP. ERVIN: You know more about it than anybody else.

MR. SMITH: I do not think that is the kind of a question that can be answered.

Defense of bureaucracy

BUDGET Director Smith's deputy is Paul H. Appleby, former Assistant Secretary of Agriculture, under Henry A. Wallace, and author of a recent scholarly defense of bureaucratic administration under the title, *Big Democracy*. In that work, Mr. Appleby makes the point that the federal organization is too complex for the mere citizen to understand. He continues:

"The public has and needs no more basis for judging such matters than it has need of a basis for judging the mechanics and procedures of General Motors or General Foods... A popular or pressure-group demand for the consolidation of two departments would have no more validity than would a popular demand to consolidate the Bethlehem Steel and Firestone Rubber companies."

There are, of course, vital differences between General Motors' budget and that of the Department of Agriculture, not the least of which is that General Motors' must be balanced every year, while the one guiding principle underlying Agriculture's is to spend all that can be wangled from Congress.

Here, then, is the fountainhead of official knowledge on federal reorganization and economy—the source on which both Congress and the President must rely for the factual basis of all policy decisions. In one instance, the chief of that agency could see no purpose in classifying federal functions according to their relative merit; and his deputy is of the opinion that these questions are far over the heads of the folks who pay the taxes. Thus has our ever-expanding American bureaucracy now attained that robust stature where public opinion—and the questions of Congress—are too childish to be consid-

ered seriously. That's precisely the sort of thing that makes epochal political upheavals.

But there are two other sources of accurate, up-to-the-minute knowledge of federal organizations and functions. The first is the General Accounting Office. The second is the Byrd Committee.

Itemized federal functions

THE Byrd Committee has been exploring the whole field of federal administration for more than five years, and recently presented the outline of a complete scheme of reorganization. This plan indicated a present structure of no less than 1,141 distinct bureaus and offices within the federal establishment. For the first time in our recent history, there is available to Congress a complete itemization of federal functions. This must be the beginning of any effective reorganization effort.

While the war powers still are in operation, the President has full authority, by mere executive order, to abolish or consolidate agencies within broad limits. Much of the task now before Congress could be accomplished in 30 days, if President Truman would but make up a long list of those emergency agencies which clearly have finished their war jobs, and strike them off the Byrd list by executive order.

A joint committee of Congress, the Comptroller General and the Budget Bureau then could go over the remainder of the list, consolidating and coordinating where agreement could be reached over the committee table, and submitting to Congress for adjudication those remaining conflict areas where no agreement could be reached on immediate reorganization.

By this process, most of the hectic pressures of self-perpetuating bureaucracy might be short-circuited.

Until the Budget Bureau is made a champion of economy there can be little hope for effective executive leadership toward efficiency in federal realignment.

There have been reorganization bills before. The usual pattern is for Congress to delegate sweeping authority to the President, subject to a veto within 60 days after the detailed plan is submitted. That arrangement has netted little in the past. A new approach is needed if economy ever is to be reestablished as a principle of government.

Congress must take hold.

It can bite effectively only at the jugular vein of bureaucracy—appropriations.

The Soldier Becomes a Veteran

(Continued from page 36)

become rather rough they may call for some special treatment.

Such gigantic figures and expenditures clearly indicate that the job Gen. Omar N. Bradley now holds is charged with a tremendous responsibility. Before long the Veterans Administration will have more than 120,000 employees, hundreds of hospitals and other service units, and a dozen or more large regional offices.

Artificial limbs needed

ALREADY, VA has been under fire because of its prosthetic appliance service. Combat veterans have complained of the constant need to repair their artificial limbs, and the months of waiting involved in getting repairs made—while they lose out on obtaining either employment or education.

Congressman Kelly, of Pennsylvania, called the artificial limb service "makeshift" and "unsatisfactory"—and said that the current situation, in service and out, was a "national disgrace." On the other hand, most of the artificial limb mechanics have been drafted into the armed forces.

The surviving soldiers of World War II, suffering the loss of one limb, number 13,489; of two limbs, 1,009, of three limbs, nine; and of four limbs, two. These figures do not include the surviving amputees of the Navy, but they do indicate that the task of producing a sufficient number of satisfactory artificial limbs should not be difficult for a country with our resources and experience.

Whether or not somebody "missed the bus" in this instance, some 50,000,000 taxpayers (of whom possibly 30 per cent will be World War II veterans, six per cent the veterans of other wars, and another 40 per cent the close relatives and loved ones of veterans) have, will have, or should have a vital interest in how efficient and worth while are the facilities, the services and the personnel of the Veterans' Administration. Both the taxpayer and the veteran should be given a full dollar's worth of value for every tax dollar spent.

If the present trend toward improved efficiency and service in the VA, as started by General Bradley, continues, the taxpayer as well as the veteran recipient will be satisfied.

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IOWA DEVELOPMENT COMMISSION

Russia Cannot Equal American Production

(Continued from page 30)

1940 will hardly vanish in 1950 or 1960.

As for technological inexperience—it is late in the day for this explanation. The more modern a technique, the simpler, as a rule, are the manipulations of the workers and the easier to learn. At present enough time has passed for every Soviet Russian to learn what he had to learn. A new generation has grown up. The equation: seven Russians = one American, can no longer be basically explained by inexperience, and it is hardly likely that it will be changed to any considerable extent by the experience of the coming years.

What then forces the productivity of Russian labor so much below that of American labor? If the lack of machines only partly accounts for this fact, and the inadequacies of human nature are hardly any explanation at all, only one cause remains possible:

The system under which both men and machines work must be the main cause of the disproportion between labor and its product.

That is true in various ways.

Many excess workers

A MONSTROUS superstructure of paper work is piled on top of the real work of the factories and field. The paper work takes place in the factory itself—there is frequently one clerk for each worker, sometimes more than one. It takes place a second, third and fourth time at each next stage of the economic apparatus.

The same process takes place in the no less colossal hierarchy of the general administration. It takes place again in the party hierarchy. Paper and paper; red tape and red tape; clerks, clerks and clerks again; and police, this must not be forgotten, police everywhere in large numbers. This is an essential feature of a system which is not only dictatorial, but in which every kind of activity is initiated, directed and controlled from a single central spot. Under these circumstances an exorbitantly high percentage of unproductive labor power inevitably burdens the productive labor power.

This is not all. In such a system, there is no life and death competition, and no enterprise can ever go bankrupt. This necessarily creates the tendency to employ four and six hands for every function which could

have been performed by two hands. Russia's bureaucratic apparatus is still being extended. The separation from abroad is increasingly rigorous and compulsive. The generation that still knew something about the outside world and had yardsticks for comparisons is disappearing.

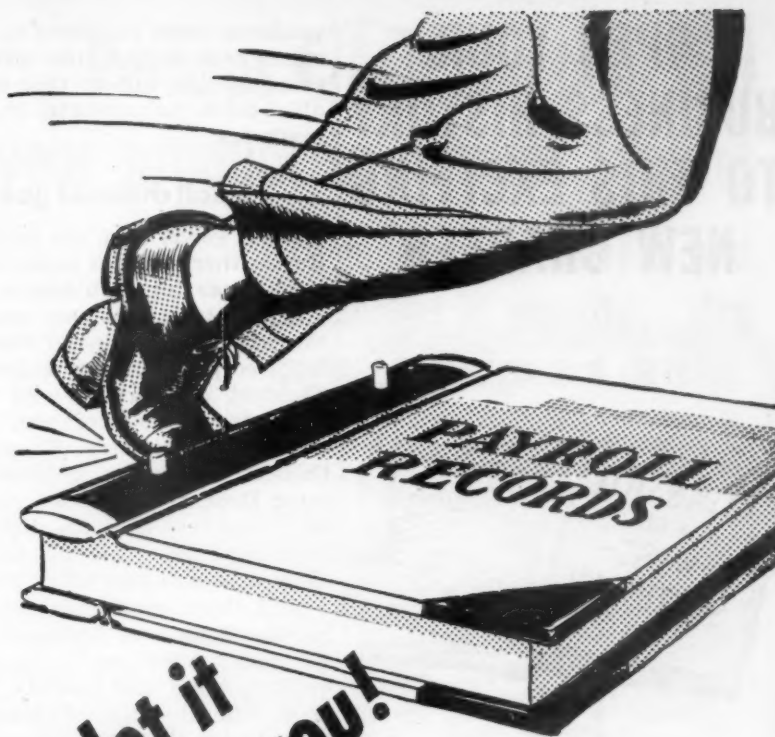
One chance for efficiency

OF the three causes of the equation: seven Russians=one American, thus only one seems to some extent susceptible of weakening. The progress of mechanization will to some extent increase the productivity of labor and consequently the production *per capita*. But the people will not undergo epochal transformations, nor will the system lose its dominant characteristics. This is outside all probability and logic. Therefore it seems out of the question that the productivity of Russian labor should in our own day even approximate the level of American productivity. And America herself is not standing still.

It may be objected that we are not interested in the extent to which Russia will be able to supply her own population. What we are concerned with is her position on the world market. Even if the individual Russian remains poorly provided, Russia may go out for international trade. She can undersell our goods in foreign countries and even in this country. The amount of goods required for this can always be spared from the production of 430,000,000 people, if necessary at the expense of the domestic living standards. It is asserted that, through that kind of "economic strength," an excessively enlarged Russia will inflict painful blows upon us.

Such fears are partially justified. At the beginning of the '30's we experienced a sample of what this may lead to. At that time Russia was seriously suffering from hunger. But the Government urgently needed foreign currency to buy foreign machines, and so, despite the famine at home, it dumped grain on the international market and sold large quantities of it, forcibly, at ruinously low rates.

But characteristically enough, the goods involved here was grain—a natural product, a raw material. Raw materials are approximately equal to each other, wherever they may come from. But manufactured products are far from equal. With them, the question is whether their quality and taste satisfies the customer, and whether he can choose from an abundant selection with a wide variation. So far the Russian industrial



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products, from machines to kitchenware, have neither the quality, the taste nor the variety that would enable them to compete on foreign markets.

Small choice of goods

OF the goods that are produced in Russia there are not hundreds of various types for each nuance of purpose and taste, but only one, two or three types, and none of their manufactured products can withstand the slightest comparison with western products as to elegance, solidity, trimness or artistry. They are pathetic. The Russian soldiers who entered Bucharest were warned not to let themselves be made dizzy by the "glittering bourgeois splendors in the showcases and shops."

Will these conditions be changed in the Russia of tomorrow? This question is answered by the fact that quality, taste and variety are the most typical fruit of competition. Only under the pressure of mutual competition must the manufacturers try to surpass one another by putting out ever newer, better, more practical, more attractive and more differentiated articles. A manager of a government watch factory, for instance, has no reason for replacing his current production by new models, let alone for doubling the number of his models. The public takes what it gets.

Since neither the public nor the officials of the watch industry themselves are ever allowed to see anything else, their taste and instinct for quality and demand for variety remain at the point at which they are. The connection with the world that moves and changes has been lost. And if this has been the case for ten, 20 and 25 years, how can Russia produce for export?

Even in a country like Czechoslovakia, where the nationalization of industry and its amalgamation with the Russian system are beginning today, this inevitable process is setting in at the same time. True, in the past, Czechoslovakian industry produced attractive articles for export, although in small quantities. Most of it was supplied by the Sudeten region which is now being destroyed by the mass expulsion of the Germans. But even what remains has no international future. In its new marriage, the Czechoslovakian industry will not improve Russia's connections with the outside world. On the contrary, under the influence of the Russian system, it will necessarily lose its contact with the world.

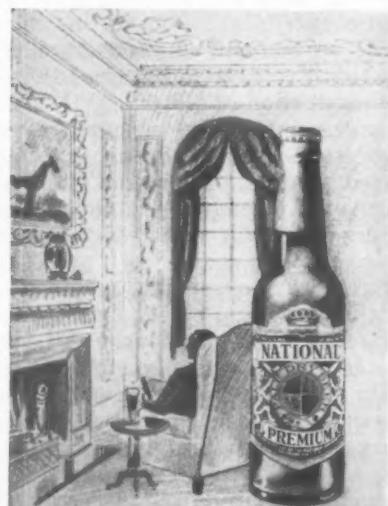
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FROM COAST TO COAST

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Premium
BEER**

by the
NATIONAL BREWING COMPANY
OF BALTIMORE IN MARYLAND

knows the basic fact that production for export is possible only as an off-spring of production for the domestic market, only on the basis and within the framework of the experiences, traditions, instincts and standards which have arisen and continue to arise from production for the domestic public and its demands. On the basis of primitive production for one's own country no perfected production can arise for foreign countries. Therefore Soviet Russia will achieve no triumphs as an industrial exporter in the capitalist world. Under a system without competition no goods are produced which can satisfy the demands of a competitive world.

True, the conquest of markets today no longer necessarily depends upon economic performance and capacity. Political power is used instead of economic means. It is possible that America will never again be admitted to the markets of the eastern European countries on which Russia has now laid her hands. It is also possible that the Soviets will occasionally try to secure economic privileges for themselves in other countries through political pressure, that they will export at the point of a gun.

But these would be accomplishments of political, not economic, strength. No one should underestimate the political strength, today and tomorrow, of the Russian colossus. No one should forget that in the economic arena victories can be won by political action. It will be the task of American policy, in fact of western policy, to prevent this kind of "overtaking." But a "catching up with and overtaking" through economic means and achievements?

No, not in the time that the eye of man can encompass!

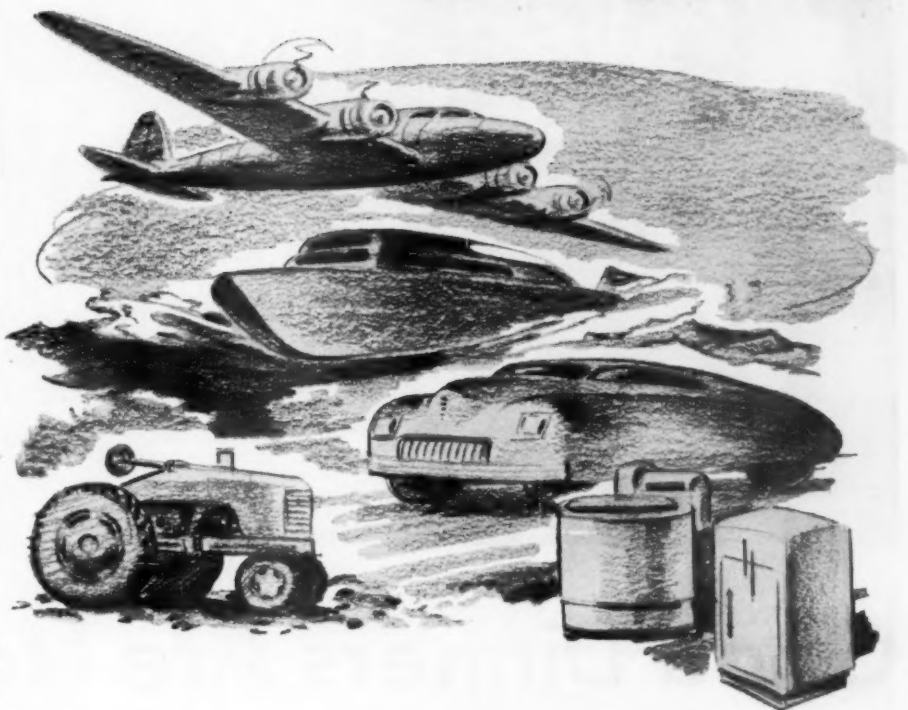
DDT for Cheaper Meat

DDT may be a factor in producing meat more economically. Tests performed in Kansas indicate that when cattle are sprayed with DDT (dichloro-diphenyl-trichlorethane) the fly count is immediately and sharply reduced, raw spots due to action of horn flies are healed, and bulls covered with lice are freed of the parasite after one application.

Now that the irritation of cattle during the fly season can be relieved, they can be fed successfully in the summer. About 6,000 cattle were used in these experiments.

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NATIONAL DAIRY COUNCIL

Good Dinners Are No Accident

By FLORENCE BROBECK



SIGNAL CORPS PHOTO

American Institute of Baking, working in cooperation with the Government, conducted Army's School for Advanced Baking in Chicago

THE ECHO of the last protest about wartime rationing of food has just about died away. Mr. and Mrs. America—particularly Mrs. America—are once more thinking about the kind of dinners that used to symbolize good living.

Actually such dinners have never been entirely absent. Despite shortages and rationing, good meals have continued to come out of American kitchens.

This was no accident. Back of our wartime food accomplishments was not only increased production on the part of the farmer and processor, but also years of research work—conducted in their own laboratories—by trade associations and individual companies in the food industry, plus intensive campaigns of consumer education.

As established foods marched off to war, the food industry came forth with wholesome and palatable substitute products, with tested methods



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19th & Campbell Sts.

* ORIGINALLY BERKOWITZ ENVELOPE CO.

for adding nourishment to available foods—and with advertising programs to help the Government explain the need for public cooperation in the whole food program.

Bread is one such instance:

More vitamins for bread

AS the needs of the armed forces began to make certain foods more scarce, many families, especially those in the low-income group, increased their bread consumption. In an effort to bring the revised diet to a satisfactory nutrition content, the War Food Administration ordered the enrichment of bread by the addition of vitamins of the B complex, and iron—and, in some areas, calcium and Vitamin D.

The program became almost immediately effective on a national scale—and bread advertising in newspapers and magazines told the enrichment story to millions. This was made possible through the educational work to millers and bakers by the American Institute of Baking.

Founded in 1919, the Institute of Baking is the scientific and educational organization of the American baking industry. Dr. Franklin C. Bing, its director, reports that the

Institute in all its activities maintained close cooperation with government agencies and others in behalf of the war effort.

Noteworthy in this cooperation was the Army baking school in the building and yard of the Institute in Chicago. Another of the Institute's far-reaching developments was the establishment of a scientific advisory committee of ten members representing industry, government and univer-

sity research centers to serve the baking industry and the Army and Navy. The Institute also set up a consumer service department to help acquaint the public with the place of bakery products in our diet. This department, staffed by home economists, provided information on bakery products to newspaper and radio writers, teachers and consumers.

Mrs. Gertrude Austin, nutritionist of the Institute, provided much of the scientific and educational material. She also helps nutrition workers



The Sunkist kitchen tests citrus fruit recipes



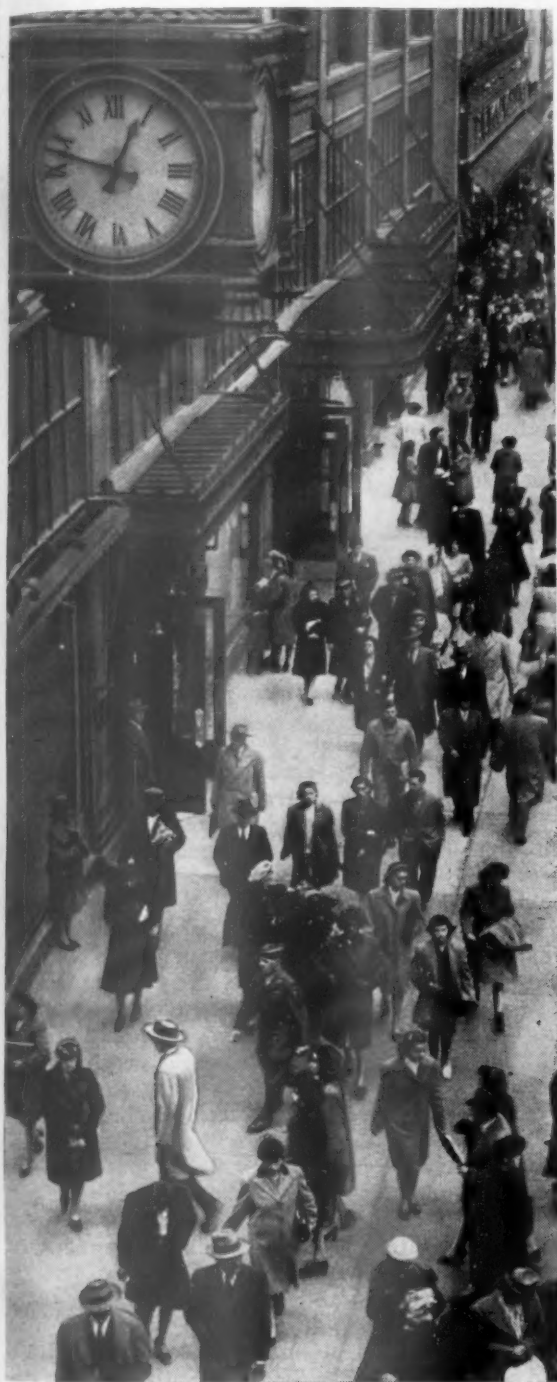
Test panel of men sampling wares prepared by the American Meat Institute as part of its program to teach women to accept utility beef and cook it for nutrition and palatability

KAUFMANN & FABRY

Chicago and Northern Illinois

A MARKET

UNEQUALLED IN SIZE AND DIVERSITY



This area has a population of about five million.

Unlike a region which is characterized by one or two dominant types of industry, Chicago and Northern Illinois industry is highly diversified. In addition, this area is a world hub of agricultural and commercial activity. These factors combine to provide an economic balance that tends to cushion fluctuations in business.

What do we mean—industrial diversification?

There are 10,000 manufacturing plants in Chicago and Northern Illinois. They make everything from tractors to toothpaste, from abrasive wheels to X-ray equipment—a total annual production even before the war of almost $4\frac{1}{2}$ billion dollars. 86% of all types of U. S. industries are represented in this area.

Why is Chicago and Northern Illinois so important in the nation's agriculture?

It is because this area is situated in the center of the rich mid-west agricultural valley, unquestionably the greatest food producing area in the world. This, in turn, has made Chicago and Northern Illinois an outstanding center for food processing and distribution.

Here is also an area that creates tremendous buying power of its own—the goods and services for living that people here want and must have.

What do we mean—tremendous buying power?

We mean, for instance, that this year the total income of people living here reached a rate of $7\frac{1}{2}$ billion dollars annually, that this income is of course reflected in buying power, and that buying power created retail trade in the Chicago and Northern Illinois area exceeding 2 billion dollars in 1943. More than that is the fact that the Chicago area is an outstanding center of wholesale trade—another $5\frac{1}{4}$ billion dollar market. One building alone—the Merchandise Mart—attracts 400,000 buyers a year. These are some of the reasons why Chicago is nationally known as the "Great Central Market."

What does all this mean to you?

It means that if you are contemplating location or expansion of an industry that could benefit by participation in a market unequalled in size and diversity, the Chicago and Northern Illinois area deserves your thorough investigation. We shall be glad to assist your study of this area and all it holds for postwar industry.

Industries locating in this area have these outstanding advantages

Railroad Center of the United States	•	World Airport	•	Inland
Waterways	•	Geographical Center of U. S. Population	•	Great
Financial Center	•	The "Great Central Market"	•	Food
Producing and Processing Center	•	Leader in Iron and Steel		
Manufacturing	•	Good Labor Relations Record	•	2,500,000
Kilowatts of Power	•	Tremendous Coal Reserves	•	Abundant
Gas and Oil	•	Good Government	•	Good Living

This is the fourth of a series of advertisements on the industrial, agricultural and residential advantages of Chicago and Northern Illinois. For more information, communicate with the

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They're spendable like cash, everywhere—and safer! Your signature is your identification. No time limit, good until used. If any are lost or stolen, the loss is promptly refunded. Only 75¢ per \$100. (Min. 40¢.) Sold at Banks and principal Railway Express Offices.

If Access to RAW MATERIALS

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Consider

ST. JOSEPH



LIVESTOCK

★ Here in the heart of the great Mid-West is St. Joseph, Missouri—surrounded by huge resources of RAW MATERIALS THAT MEAN MUCH TO INDUSTRY.

Along with rich coal, gas and oil fields, St. Joseph is in the immediate trade territory where 60 other minerals are found.

Add all this to an area that is well known for livestock, grain, soy beans, fruit, and tobacco and you have part of the OPPORTUNITY-PICTURE AWAITING NEW INDUSTRY IN ST. JOSEPH.

Facts on St. Joseph, Mo., are available to any business executive. All correspondence confidential. Write or wire for a Special Survey of opportunities offered your industry.



Write
Industrial Bureau
CHAMBER OF COMMERCE

207 North Fifth Street
St. Joseph 2, Missouri



GRAIN



MINES

throughout the country prepare factual material, bearing on state legislation, in an effort to assure the continuation of the enrichment program. (The War Food Order requiring enrichment was timed as a war emergency.)

Cooperating in the consumer education for bread were the millers and the Fleischmann Division of Standard Brands, Inc., with radio programs and exceptional moving pictures. Without exception the flour companies did their share in scientific home economics and audio-visual nutrition education for homemakers.

This pattern of carefully planned association activity repeated itself throughout the food industry.

Explaining cheaper meat

A TYPICAL example is utility beef. It is a simple story in two parts:

Part one, the explanation of the difference between the specially fed cattle from which prime steak and roast cuts came for the armed services, and the plains and grass-fed beef, utility beef, remaining for the home table. Part two, a campaign to teach women to accept utility beef and to cook it properly for nutrition and palatability.

To tell the story, the educational and advertising facilities of the American Meat Institute swung into action. Its facilities included the long-established and excellent test kitchens of the meat companies, their home economics and science staffs, and publicity specialists in the Institute and retained outside.

Five national women's magazines carried full-colored ads, as did two national weeklies. Illustrations showed various cuts of utility beef and the best methods of preparation. A series of newspaper advertisements were used in more than 400 papers. These ads were scheduled every two weeks for several weeks.

Additional consumer education was carried on weekly on a coast-to-coast radio program with outlets through 190 radio stations. Point-of-sales merchandising material was also used. Several hundred thousand store posters and pamphlets, telling the story of utility beef and how best to prepare it, were distributed to retail meat dealers and packing house salesmen. Other phases of the program reached home economists, the medical and nursing fields.

Whenever possible, the industry made advance predictions of available meat cuts and told how they should be prepared. At the same time, similar information was prepared by

the government agencies such as OWI and OPA.

Meanwhile, the test kitchens in the meat company plants were creating many new recipes. American women, long used to our popular steak, chop and roast cookery, were slow to try the long-process European-style stews and ragouts (for which utility beef was suited) and to use the "strange" and little-known tripe, heart and other meat organs.

But editors of food pages in magazines and newspapers, recognizing the seriousness of the situation, gave good assistance especially by telling housewives how to prepare utility beef so that it would be tasty and appetizing. Conductors of homemakers' hours on the radio also were most helpful. Through these efforts, vast numbers of people found out about utility beef, how good it can be when prepared properly, and its nutritional value.

Cereals play large part

THE story of the trade association and individual company effort is repeated on cereals. If America did not become a country of big breakfast eaters in the past two years, it is because we ignored ever-present reminders on the subject put out by the Cereal Institute, Inc., and its members.

It might seem that the country knew its cereals pretty well because since the turn of the century, packaged cereals had grown to be one of the most varied foods in the national larder. But, spurred on by wartime nutrition educational needs, the Cereal Institute began a consumer education campaign of unprecedented scope. It told its story through fine photographs and excellent recipes prepared for newspaper and magazine cookery pages; health, pep and cookery talks for women's radio programs; booklets, recipe material, volumes of historical and nutritional matter for home economics teachers, schools, clubs. Some of the releases and preparation were done in the test kitchens of individual members of the Institute—Kellogg's at Battle Creek, for example.

The National Dairy Council also played a major role in nutrition education. The Council functions nationally through its headquarters at Chicago, and locally through its affiliated units in more than 40 cities. At the headquarters, basic research facts on dairy products are investigated and the results made known through newspaper and magazine articles, lectures, radio programs,

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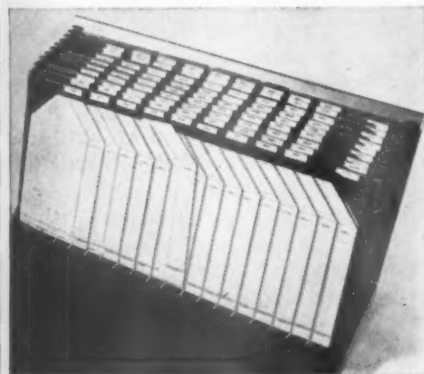
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motion picture films and exhibits at national meetings and conventions.

Through its local affiliated offices, trained nutritionists and home economists conduct intensive programs in professional and educational fields, as well as with consumer groups.

The long-term program of health education, and its relation to the use of dairy foods, by the National Dairy Council, resulted in a 19.3 per cent increase in the *per capita* consumption of all dairy products in terms of milk equivalents from 1921 to 1941, years of normal food supply. The Dairy Council's program for the immediate postwar years is "to promote the nutritional importance of dairy products in cooperation with the Government's nutrition program, and also to promote the contribution of the dairy industry to the health and welfare of America."

Wartime brought a new prominence to another group in the food industry—the margarine manufacturers.

The National Association of Margarine Manufacturers, formed in 1919, has since that time represented a varied portion of the margarine industry. Says Paul T. Truitt, president: "Our main emphasis is devoted toward educating the public about the high qualities of our product and calling attention to federal and state legislative enactments penalizing margarine."

Biggest windfall the industry ever enjoyed, according to one of its spokesmen, is the enforced sampling of margarine by millions of consumers who never before tasted it.

The story of cheese

LARGE food companies, working alone, also contributed to consumer education in recent years and cooperated with the Government's better nutrition program of wartime. One such company is the Kraft Foods Company.

While the company's cheese was going to the armed forces by the thousands of tons, the company staged a campaign to tell women about the products left on the grocers' shelves.

The great food corporations, Best Foods, Inc., General Foods Corporation and Standard Brands, have long carried on consumer education programs.

At General Foods, the consumer service work started in 1924 when a home economics department was established. Today the department operates five experimental kitchens.

From the beginning, material has

*Sophisticated
Oh Very!*



Miss Saylor's COFFEE-ETS

You can take them any place for their good taste is their ready acceptance.

You'll like the delicately blended home-made flavor that only pure cream, fresh butter and fine coffee can give. So for that pick-up and quick-up ask for those little pepper-uppers... Miss Saylor's Coffee-ets. Your dealer should have them soon.



MISS SAYLOR'S CHOCOLATES, INC.
ENCINAL AVENUE • ALAMEDA, CALIFORNIA

THIS **Dustless** BRUSH REDUCES GERM LADEN DUST



*Eliminates
Sweeping Compound*

The "Dustless" brush has a reservoir in its back which holds Arbitrin, a scientifically compounded sweeping fluid. The center row of tufts is connected to the reservoir. During the process of sweeping the Arbitrin feeds through these tufts and moistens every particle of dust it contacts. Instead of floating through the air, the dust is converted into the most efficient sweeping compound.

Tests have proved that "Dustless" sweeping reduces the number of bacteria, normally in the air between sweepings, as much as 97 per cent. The "Dustless" brush also cuts labor and material costs in half.

GUARANTEED

Dustless brushes are used in hundreds of offices, factories, schools, institutions and stores. They are unconditionally guaranteed to meet your requirements.

Write for styles, sizes and prices today.

Milwaukee Dustless
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528 N. 22nd St., Milwaukee 3, Wis.

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Known as the
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For small size, under-industrialized progressive cities.
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Headquarters for Office Supplies, Equipment & Printing

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been offered to schools for teacher and student use while dietitians, doctors and hotel and restaurant managers are contacted personally each year through exhibits at professional meetings and conventions. Through the General Foods Consumer Testers, the work of the department is extended to thousands of women co-operating on special tests in their home kitchens.

We use more fruit

"THE best and most beautiful fruit in the world," Europeans say of our abundant orchard crops. And observing our eating habits, they realize that we appreciate these products, using them in ways unknown here even a quarter of a century ago, and still never heard of in most European kitchens.

Credit for this specialized culinary education, and the abundance of fruit in other forms in our diet, must go largely to the dried fruit industry and their early consumer educational work, to the United Fruit Company and its extensive program and to the citrus fruit industry.

The citrus industry's program of consumer education dates from 1907 when the California Fruit Growers' Exchange began advertising. The Sunkist Laboratory kitchen for more than 17 years has been originating or testing recipes. Use of oranges, lemons and grapefruit in drinks and appetizers, with meats and vegetables, in breads and marmalades, salads and desserts has been stimulated through the distribution of attractive recipe booklets.

Both Florida and California citrus growers canned juices, dehydrated them and engaged in other activities for the Army Quartermaster purchasing agents. The benefits of speeded-up research will be obvious in peacetime civilian products.

The United Fruit Company, on the subject of bananas, has for many years conducted research, medical and health experimentation and, in its home economics department has prepared recipe and cookery material for wide distribution.

That home fruit canning and baking did not decline as much as might have been expected as a result of the sugar shortage, is due in part to research and recipe work by the Corn Products Refining Company which provided the country's food editors with sound information on the use of corn syrup in place of all, or part, of the sugar in fruit canning and other preserving recipes, and in cakes.

Another effect of war on our food

habits came through a major coordination of the poultry industry and its work in telling housewives how to buy, cook and serve poultry.

To carry out these educational plans, the Poultry and Egg National Board maintains an experimental kitchen where home economists develop new uses for poultry products. The Board distributes recipe books to millions of consumers, sponsors research of poultry products, works with nutritionists and dietitians, stages cooking demonstrations for consumers, and keeps key people in consumer work all over the country informed about poultry products.

Fish, the other major protein food classification in our diet, was also due for consumer education and promotion activities when war food rationing arrived. The Fishery Council of New York and the Middle Atlantic area, formed in 1939 by a group of progressive dealers in New York City's Fulton Fish Market, distributed several hundred thousand cook books. The Council has recently set up a test kitchen to expand its home-maker and dealer information service.

Wartime education on food also included some new facts about tea and coffee. The Tea Bureau turned out numerous recipes, including sugar-saving ones; sent tea pamphlets to home economics teachers. A tea brewing committee, made up of leading importers, packers and others was formed to determine how to produce the perfect cup of tea.

For coffee, the Joint Coffee Promotion Committee, the Pan-American Coffee Bureau and the National Coffee Association have for years been making every effort to familiarize the American people with the best way to make good coffee. Research toward this end has been going on with the help of scientists in universities, home economists, chefs and others.

Seasoning in our food is represented by a wide-awake group, the American Spice Trade Association, which has used every modern publicity method to teach women more about spices and how to use them.

Meanwhile, manufacturers of tin and glass food containers contributed to the consumer education program about good nutrition in advertisements by the Can Manufacturers Institute and Owens-Illinois Glass.

How much of the wartime teaching will stick in the public's mind is, of course, not known but if these lessons are forgotten, the industry will be ready with others. In peace, as in war, it plans constantly to show the advantages of better nutrition.

The Midwest Dusts Out Its Voting Booths

(Continued from page 32)

type the records. Present exodus from Washington is only a dribble.

Loans to foreign countries are another live topic when government's cost is mentioned. Though the billions for which England and Russia are insistently receptive are conspicuous, other countries also welcome our taxpayers' contributions. Many voters in the Middle West oppose any international loans while all insist that the United States exact definite promises of what it will receive in return.

It must be clearly understood, they say, that England will not use our billions to build barriers against American trade in British dominions and colonies, and that the Soviet Union will not invest the largess it

they come out of his own pocket. Still he is less interested in subsidies to government-promoted corporations than he is in individual subsidies to unemployed workers or to farmers.

At present unemployment insurance is more a political vote-getter than an actual necessity. Although some see a threatening specter of unemployment, others contend unemployment is encouraged by paying men for not working.

The Government would pay \$25 a week, for six months. Forty-two states report they already provide benefits, ranging from \$15 for 14 weeks in Arizona to \$28 for 30 weeks in Connecticut.

If the law is politically adminis-

tered men who had not quit voluntarily were eligible for state benefits.

The productive Middle West where Washington's doleful prophecies of scarcity are diluted by distance, sees the present problem as 8,000,000 unfilled jobs and not 8,000,000 unemployed.

Voters are deeply interested in how the Administration helps demobilized service men. The attitude of labor unions also is involved. An ex-marine, on an adjoining stool at a lunch counter, feared that he must leave school. He said that, as he and a wife could not live on the \$75 that the Government paid each month, he had asked the United States Employment Service for a list of part-time jobs. A sympathetic girl filled a card with data about him but had no information about jobs though I know private firms in that city were advertising for part-time workers.

Too many controls?

THE demand for increased government controls is loudest in the large cities. Though unorganized and divided, those opposed to what they consider government meddling in their private affairs are much more numerous. The test of strength will come at the polls.

Among debatable controls are re-conversion orders, rationing, prices and wages. The last two have broad public interest. On one side are dealers and producers who want to increase prices. On the other are consumers and those who fear that any break in ceilings will start an inflation spiral. The thrifty worker has saved for investment in a home, improvements or durable goods, expecting prices to be normal when controls are removed. He has thus become conservative and joins those living on fixed incomes, insurance or investments in fearing inflation.

Except for employers and workers involved in a particular strike, others seem more disturbed by its inconvenience to them than over the merits of the issue. Some, workers as well as employers and those not directly involved, say a showdown without government interference is the real solution. They fear increasing government controls are a trend toward the totalitarianism which was so disastrous for Europe.

Selective Service

ADVOCATES of military training emphasize that it differs from universal service or a standing army. Opponents reply that the difference is



JACK DELANO—FROM LIBRARY OF CONGRESS

"Why did we fight this war?" the Midwest asks. The answer is obvious—but the result is not what was promised the people

receives in a 15,000,000 standing army to threaten Europe and Asia.

Relief to devastated countries is another big item in government spending. While few oppose contributing to relieve suffering in other lands, many object to the method.

As for subsidies, the man on the street has awakened to the fact that

tered, benefits may not stop when a worker prefers loafing to accepting a proffered job. Unions as well as employers are wise to its kinks. The day after a strike was called in one factory, the union ordered the men back to work and limited the walkout to foremen. Without supervisors, the factory shut down and several hun-

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DIVIDEND NOTICE

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more in name than in cost, in time taken from the lives of youth or in its effect on the nation. With memories of war still fresh, it is a greater election issue than ever before.

Sentiment in the Middle West is clearly against war and militarism. With that is a sober realization that cooperation and harmony between victors has not been realized, as yet. The menace of militarism in a world ruled by force, particularly the announced plans of the Soviet Union, changes the opinion of many. To them, preparedness will be an economy, an insurance and a possible deterrent to those who do not have the same peaceful policies as the United States.

End of one-man rule

INAUGURATION of President Truman was hailed as a return of party government from that individual government which was inspired leadership to some and crackpotism to others. The functions of a party Mahomet are again divided among Cabinet members and the Democratic National Committee. With the outstanding leader gone, a successor will not run on his record; nor will the party accept blame for mistakes which haunt the dimming memories.

President Truman's record will be a big issue in the 1946 elections. He has faced difficult problems and more will follow. Reverting to a peace economy at home and maintaining the nation's place in world affairs concern every voter. Promises—the Atlantic Charter, Yalta, Potsdam and others—could be postponed in wartime. In peace, the people demand results, not promises.

Cabinet reorganization and a policy of reduced national expenses meet popular approval even though functions and budgets of some agencies are transferred to other departments. Other appointments and other presidential proclamations have not had the same reception. Involving the United States in the Palestine controversy, while highly gratifying to some, has disturbed others by its inference that we may use troops to settle England's problem. More widely resented was the presidential dictum that the people are responsible for Pearl Harbor.

Women, who also vote, would appreciate recognition in appointments. They say some could be found with acceptable qualifications without going farther afield than Missouri. While the President fits the popular American role of being one of the plain people, many would be satisfied

to read less and see him in fewer pictures of frivolous affairs in such critical times for nation and world.

Concern of midwest Americans for the fortunes of other countries, particularly the smaller ones of Europe, no longer is limited to voters of foreign birth.

"Why did we fight this war?" is a frequent question.

Although the answer is obvious, it is equally plain that the humanitarian hopes of Americans will not be realized. In Europe, countries which once were independent have been freed from Nazi rule without restoring their independence, and colonial regimes are returning in Asia with resistance and bloodshed. The result is not what was promised to the American people or to the smaller countries.

Crying over what has been lost is not an American habit. Territorial and material ambitions of other nations have replaced the ideals for which we fought—ideals which we believed they shared. They no longer need our military help but they continue to ask for our economic aid. On that voters in the Middle West have pronounced opinions.

Impatient for election

THESE are the issues midwest Americans talk about. They debate them in homes, on the street, in clubs and halls. They have paid high for peace and now want to end the talk and pick a course for the nation. The election is their first opportunity and they are impatient.

Conspicuous against this background of an awakened public and widespread popular interest in national affairs, is the lack of party leadership. It may be due to the years of war unity and one-man rule. The two big parties are divided and confused. Instead of two party fronts in Congress on national and world issues, individual congressmen run their own shows while the parties hesitate to come out openly on the issues which agitate the voters.

In other years these were good tactics for a congressional election. Vote gathering congressmen joined clubs and greeted school teachers by their first names. This year, the voters have better slogans than "He's a good fellow." They are interested in broad policies. Congressional campaigns, as occasionally happens, must be on national and world issues. The party which realizes that can start campaigning now, because the voters, at least in the Middle West, are awake and eager to go.

Defense Without Militarism

By HENRY J. REILLY

PERMANENT peace cannot be guaranteed. But we can prepare against attack without being a warlike nation

THIS war from which we are now emerging is the *fifth* World War in which our country has been engaged, not the second.

The first four were: the wars of the Spanish Succession, the Seven Years War, the Napoleonic Wars and World War I. We participated in the first two as English colonists. Our war of 1812 was part of the Napoleonic Wars. For all these wars, as for World War I and World War II, we were unprepared.

Although self-preservation in a hostile land made universal military service for citizens of the American colonies an early and necessary law, the colonists had witnessed at first-hand—and feared—the power that a strong standing army gave to rulers. Such centralized power seemed to them incompatible with the kind of liberty they had crossed the seas to find. And as history saw the General Staff in Germany and the Military Caste in Japan enforce their will more and more on the people, Americans became increasingly determined to avoid such a condition in this country.

As a result, unpreparedness in this country attained the stature of a national policy. Rather than build a strong army we tried many substitutes. After the war of 1914-18 we put



our trust in agreements, pacts and disarmament. At the Washington Arms Conference, we sacrificed 13 new capital ships whose designs embodied lessons learned in the Battle of Jutland. We gave up the right to fortify naval bases in the Pacific, including our own Aleutian Islands. Only Hawaii was excepted and there we neglected fortification and garrisoning so thoroughly that Japan could have captured it had she followed up her Pearl Harbor blow.

Not prepared for war

CONGRESS in 1920 passed a National Defense Act which provided for a moderate-sized Regular Army, a large national guard, an organized reserve, a Reserve Officers Training Corps, and Citizens Military Training Camps as the basis of a civilian army in time of war. We never carried out the provisions of this act. Though aviation was an American invention, we even failed to build up a moderate air force.

This demonstration of peaceful intentions failed to prevent war or to keep us out of it.

Once the shooting starts, our industry and our civilian warriors need a year or more before we can fight successfully. Unfortunately, while combat begins when the shooting starts, the policies which lead to war are in existence long before.

While still a Regular Army officer, during my second tour of duty in the Philippines, 1909-11, I became Chief of the Military Secret Service of what was then the Military Information Division, and is now G-2. Even then the Japanese were conspiring to take the Philippines from the United States. On one occasion in 1910, I arrested two Japanese spies, Kawada and Suganami, in the act of buying fortification plans of Corregidor from an American traitor.

In 1911, I was sent on a secret mission from Singapore to Vladivostok on the trail of a Japanese secret organization preaching "Asia for the Asiatics." This movement was to culminate with the expulsion of the white man from the Orient by inciting insurrection in the colonies, after which Japan planned to go to war.

This experience taught me that war and peace are not two separate states of mankind with a wide chasm in between. Actually war and peace merge into one another in such a way that it is impossible to say exactly

when or where one begins and the other ends.

The kind of peace that comes when the shooting stops depends on the situation established by the fighting which precedes it. Too often the end of open combat does not mean the end of hostilities. It merely means that the beaten opponent has gone underground for the time being. Even today there are signs of deep dissatisfaction in many quarters which can easily produce civil war, revolution, or in another generation, world war.

Such signs were evident in Europe the decade before 1914. They were evident again as early as 1937. Europeans could see them. So could Americans, including myself, who reported them to Washington.

However, the American public did not get to know about the true situation, and so, in both instances, the outbreak of fighting came as a surprise to the people.

The fact that we were on the win-

to get ready in time, and also to bomb Germany strategically.

If World War III comes, the buzz-bomb and the atom-bomb may give us no time at all to build a war machine, no matter what sacrifice we are willing to make.

Obviously, we dare not risk unpreparedness again. Nor do we want to risk militarism. What good would it do us to destroy German and Japanese militarism at the cost of 1,000,000 casualties and \$285,000,000,000, only to establish militarism at home?

At first glance this seems to present a dilemma. Actually it is no dilemma. Examined carefully, the dangers of American militarism are either non-existent or can be made non-existent by a few simple precautions.

Take first, the General Staff. It is true that, for adequate preparedness, a General Staff is a necessity. It is equally true that, as organized in Germany and Japan, the General Staff was a breeder of militarism. In those countries, once a man became a General Staff officer, he remained one always.

No clique runs staff

IN the United States we have no permanent General Staff officers. Here men from the artillery, infantry, cavalry or other branches of the service are detailed for a four-year tour of duty on the General Staff. At the end of the four years, they go back to duty with the service to which they belong. They cannot be re-detailed to the General Staff until two years have expired. Many are not re-detailed.

In Germany and Japan, the Premier, the cabinet or the political party in power had no control whatsoever over the General Staff. In our country the Chief of Staff is appointed by the President from among the general officers of the Army and the Chief of Staff may even be the junior one of all.

The power to appoint the Chief of Staff rests with the President as Commander in Chief of the armed forces but, so long as the Constitution is adhered to, there is no danger that the Chief Executive will use his military powers to further his own ends. If the Constitution is not adhered to, then the country is lost anyway and having a small army will not save us.

The President of the United States is actually three persons: the Chief Executive of the country, the head



CHARLES DUNN

ning side in World Wars I and II should not make us optimistic when we consider the price in lives, money and time that unpreparedness cost us. Had we landed in Normandy at the time of Stalingrad when Hitler had 200 divisions engaged deep in Russia, we could have advanced into Germany much more quickly and with smaller losses than was true in 1944-45. But, despite tremendous war production we simply were not able



Has your own SELF-INTEREST ever talked to YOU about Agriculture?

YOU: Why should I worry about agriculture? That isn't my business. Farmers are in good shape now. Show me how to get some merchandise for our customers. That's my big self-interest now.

SELF-INTEREST: That is a problem, all right. But remember your history—agriculture was allowed to waste away and the whole Roman Empire fell apart. No nation has ever survived the destruction of its agriculture. In our country, in just one year, the equivalent of 12,775 one-hundred-acre farms went out of production.

YOU: I see your point. But let's leave it to the farmers, the Department of Agriculture, and the Agricultural Colleges.

SELF-INTEREST: They are doing a splendid job, but they need your help—everyone's help.

YOU: Well, I've heard about people meddling with farmers. How far did they get?

SELF-INTEREST: That isn't quite what I mean. Let's figure out what we can do that is strictly minding our own

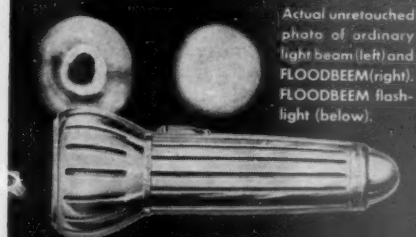
business. Suppose our research people could show us how to use more products of the farm in manufacturing, or find ways to make farming less risky, or to lower farm production costs—all in line with our business. Both the farms and we would profit.

YOU: That makes sense—rural America is our largest single market. We might work with our legislators, too—help to improve rural education, build roads, spread electrification, soil conservation and reforestation. We might help to modernize farm buildings and machinery, promote farm hygiene and sanitation.

SELF-INTEREST: Now we see alike. I am confident that we will never have business problems we can't solve if we remember that prosperity must start with agriculture.

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of the political party in power, and the Commander in Chief of the armed forces. President Roosevelt is the first President ever to make full use of this last named power. By using Admiral Leahy as his Chief of Staff and consulting directly with General Marshall, General Arnold and Admiral King, he gave us—for the first time in history—a military high command which insured unity of action of all our armed forces in the face of the enemy.

However, the President is not Commander in Chief of the American people. Under the Constitution, there is no such office. Although the men who first established our regular armies modeled them generally after the British regular forces, they made one important change. The British forces—like those of Germany until the fall of the Kaiser, and of Japan until her recent surrender—were forces of the king. In this country, for the first time in modern history, the Army and Navy pledged allegiance, not to an individual, but to an instrument of policy—the Constitution. They still do.

Commanded by the people

UNDER this oath our military people owe no more obedience to the President than to any other officer provided by the Constitution. Moreover, the President, as leader of the party in power, is responsible to that party for his actions, and the party is responsible to the people.

Under such a set-up, the Commander in Chief, the Chief of Staff and the General Staff are all under the orders of the American people through a fairly direct chain of command.

As a further curb on possible military ambition the right to declare war rests not with the Commander in Chief but with the Congress.

This brings us to the fear that compulsory military training may, in some way, lead toward militarism. If the danger exists, one precaution should eliminate it: We need only emphasize the difference between being a member of the armed forces for "service" and for "training."

The distinction has already been made plain in our Defense Act of 1920 which makes the men of the Regular Army, Navy, Marine Corps, National Guard and Organized Reserve available for "service" both in peace and war. The boys in the Officers Training Corps and the Military Training Camps, however, are available for "training" only.

But in every conflict since our Civil War, the men available for "service" have been too few and conscription has been necessary. United States law already provides that every male from 18 to 45 is subject to military service in time of need. Every soldier who has been in battle knows, too, that the heaviest casualties are always among the untrained men, and that such men—even when they win—are victorious only after battles far longer and more costly than need be.

Draft for training only

IN time of peace, conscription for both *service* and *training* might lead to men being sent out of the country to fight in minor wars, or being caught out of the country when war comes, find themselves fighting for causes in which they did not believe.

Therefore, in peace, conscription should be limited to training. Volunteers should provide the men for the armed forces which are to serve out of the country.

As long as we cannot guarantee that there will never be another war we should train our young men in time of peace so that if war does come they will be given the maximum chance for life and limb.

Also such training will insure that the war will not drag on years beyond the time which could bring victory with a trained army.

The only way to insure training of all our young men in time of peace is to have conscription for training. Having all subject to the same thing is a democratic method. The oldest Anglo-Saxon custom consisted in calling up all men for both training and service. Incidentally, until a few centuries ago each man had to provide his own armament.

From time to time the fear is expressed that West Point and Annapolis are turning out militaristic officers. After every war, officers who are not graduates of these institutions complain that the graduates discriminate against them in promotions and other matters.

Two changes would remove cause for such complaints. The first is that, with conscription for training in time of peace, should go the proviso that no man can be appointed to either West Point or Annapolis who has not taken this training. The second is that, in both schools, the men should be taught that they are not being trained *just to be officers of the regular forces* but to be the *military leaders of the American people in time of war*.

But, even without these changes,

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STATEMENT OF THE OWNERSHIP, MANAGEMENT, CIRCULATION, ETC., REQUIRED BY THE ACTS OF CONGRESS OF AUGUST 24, 1912, AND MARCH 3, 1933, of Nation's Business, published monthly at Greenwich, Connecticut and Washington, D. C. for October 1, 1945.

City of Washington, County of District of Columbia, ss. Before me, a Notary Public in and for the state and county aforesaid, personally appeared Lawrence F. Hurley, who, having been duly sworn according to law, deposes and says that he is the Editor of Nation's Business, and that the following is, to the best of his knowledge and belief, a true statement of the ownership, management, etc., of the aforesaid publication for the date shown in the above caption, required by the Act of August 24, 1912, as amended by the Act of March 3, 1933, embodied in section 537, Postal Laws and Regulations, to wit:

1. That the names and addresses of the publisher, editor, managing editor, and business manager are: Publisher, Chamber of Commerce of the U. S. of America, Washington, D. C.; Editor, Lawrence F. Hurley, Washington, D. C.; Managing Editor, Paul McCrea, Washington, D. C.; Business Manager, John F. Kelley, Washington, D. C.

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LAWRENCE F. HURLEY

(Signature of Editor)

Sworn to and subscribed before me this 8th day of October, 1945.

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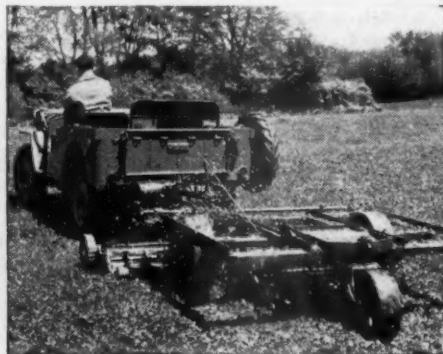
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Don't Make American Youth Pay Twice

(Continued from page 24)

own country of the future measures to help the rest of the world?"

We shall, in a few years, turn leadership over to the next generation, those young men and women who, I submit, are not too hopeful of our wisdom. In the meantime, we must guard their heritage.

Much of the work of the Senate through last spring and early summer was on matters designed to implement the United Nations charter; the Bretton Woods agreements, under which our obligation is \$6,000,000,000; the increase of the lending authority of the Export-Import Bank by \$2,800,000,000; membership in a world food and agricultural organization, and not yet told expenditures for relief under UNRRA.

Lending the work of youth

THEN also there is much talk of other foreign loans and, all told, it has been estimated that our government plans for foreign countries will cost upwards of \$20,000,000,000. This money really means and represents the product of our soil, and of our store of minerals, as converted by the labor of our workmen in the industrial establishment of our country.

We do not yet know what wages or income our returning young men will receive. Let's assume it will be \$1 an hour. Then \$20,000,000,000 for foreign countries means 20,000,000,000 hours of the sweat and energy of our young people plus further depletion of our materials.

Some of that expenditure we must make. In the matter of the Bretton Woods agreements, for instance, we are committed and there is no telling what it will cost. And there is by no means assurance that our commitments are not just beginning.

Before we so gaily bind our future generations, the young men and women who must live with these commitments, it might be wise to look back over our international dealings of the past 28 years. They do not constitute a history of which we can be altogether proud, or justify us in moving so recklessly ahead. We have been too loath to use our bargaining power. We usually have failed to look to our future well-being.

If President Wilson, in 1917 and the early months of 1918, had used the bargaining power which lay ready to his hand, he could have forced the

disclosure of certain secret treaties and agreements which existed among the Allied Powers.

It can be said that President Roosevelt did obtain a bargain when we gave the British Navy 50 destroyers before we were in the war. We did obtain leases for bases at certain places on British territory in the western Atlantic. Those leases run for 99 years and, so far as can be seen, upon terms which were adequate in so far as our necessities for military and naval bases during the war were concerned. It is quite definite, however, that the Atlantic bases cannot be used for our commercial purposes after the war.

Incidentally, our expenditures on that foreign territory add up to a good deal of money. Anyone who now inspects those bases can see that we did not need to go to the lengths to which we did go when we constructed them. It was done at a time of the greatest financial recklessness. For instance, we built a highway in Canada to link up the United States and Alaska; we partly built an international highway from our southern border to Panama. There was the Canol project which makes our faces very red. These turned out to have had no value for the war.

We have also made large expenditures for bases at various points in the Central, Southern and Western Pacific.

No use for some bases

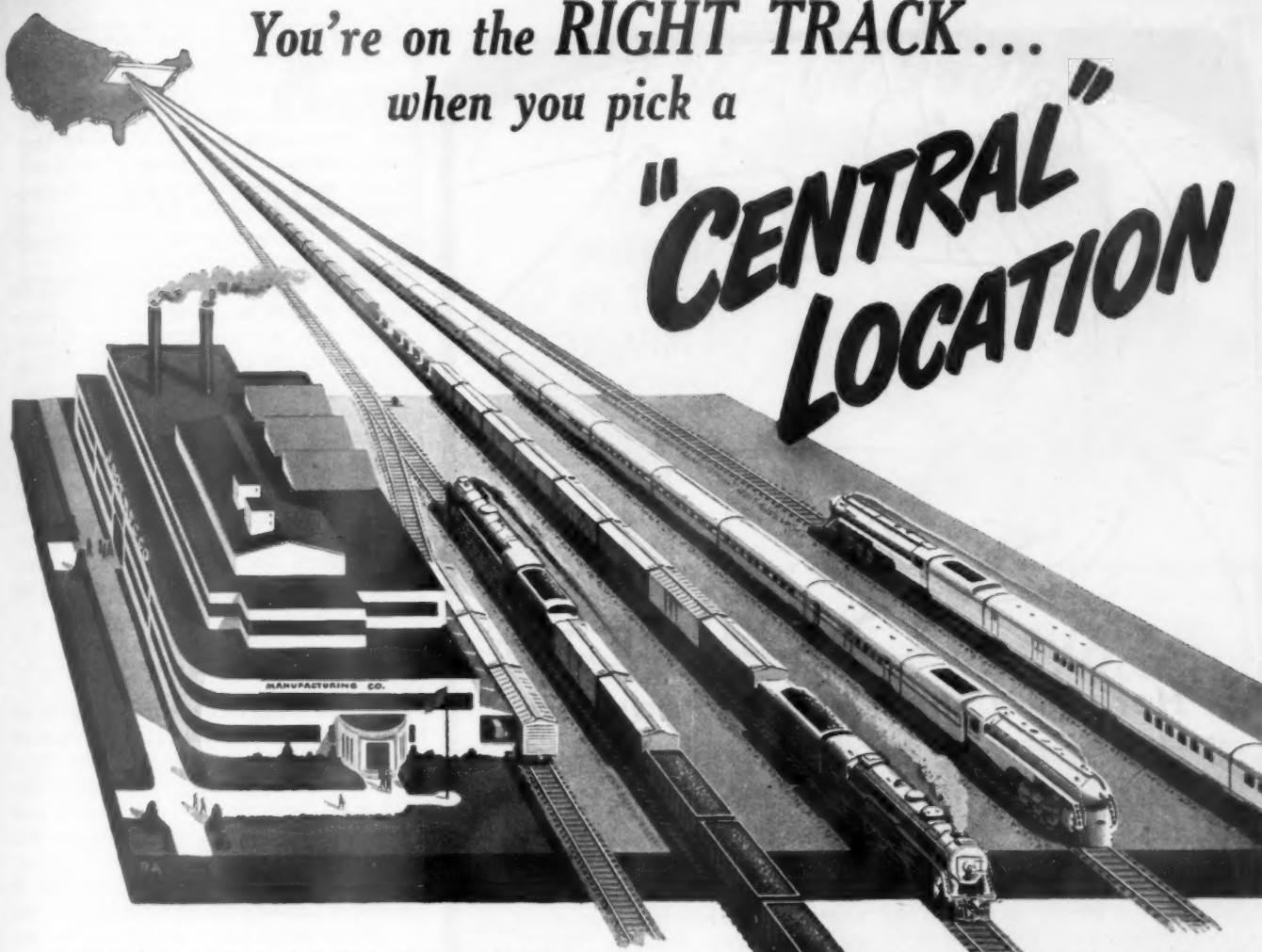
SEVERAL of those bases also are located on foreign soil, and so far as is known, we have wholly failed to obtain agreements under which we can make any postwar use of them. All of those bases on foreign soil lie in the South Pacific. Anyone who recalls the circumstances of the war as affecting our Allies at the time seems justified in assuming that a certain amount of bargaining could have put us in a position to obtain some postwar returns from those heavy expenditures on foreign soil, and with no cost to the Allies concerned.

The point of all this illustration is whether or not we shall in the future have the word "bargain" in our dictionary as we negotiate with other nations. We still have some bargaining power left and, in my own quite humble opinion, it should be used.

We who now ride the horse may get a certain amount of satisfaction

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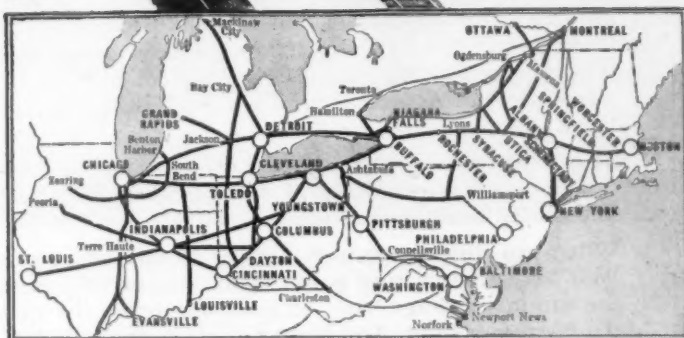
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NEW YORK . . . 466 Lexington Ave. . . W. R. DALLOW

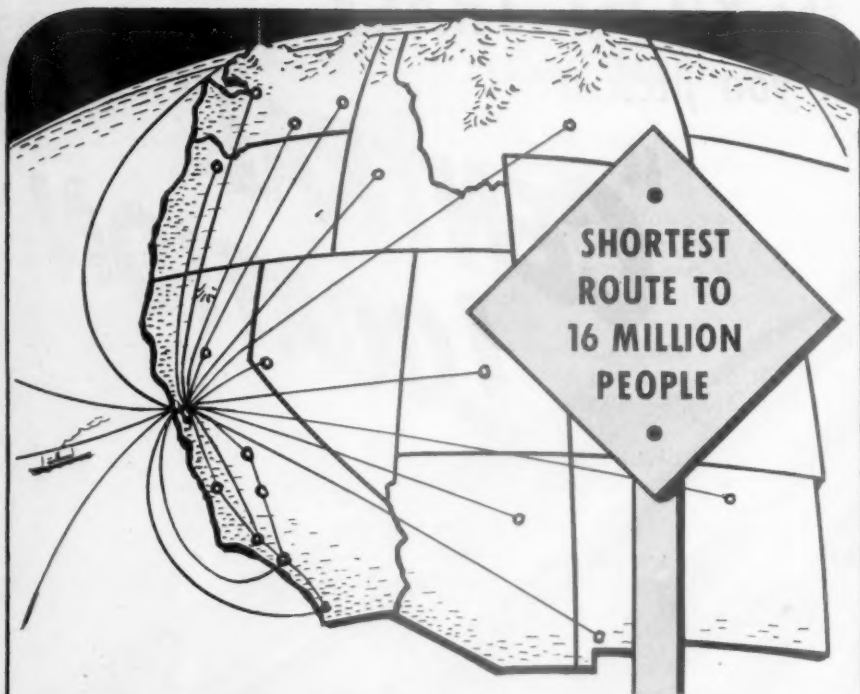
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out of our "sportsmanship," our "generosity," but all our nation's substance is not ours to do with as we please. We are leaving the oncoming generation a national debt that staggers the imagination. That's now done, and criticism and recriminations will serve no particular purpose. But it does seem that it should serve as a sobering influence.

If our wisdom is to measure up to requirements, some of us must think straighter. At the time of the debate in the Senate on the Bretton Woods agreements, it was seriously argued that an immediate ratification was necessary in order that we might count on British aid to finish the war in the Pacific. This was utterly absurd, and not very complimentary to our British friends who had long before given us their assurance that they would carry on to the extent of their ability.

It wasn't all our war

BUT the argument was a child of the attitude entertained both before and after we got into the war, that we were alone largely responsible for the war, that our sins of omission and commission in the interwar period had brought on the present travail. This, to my mind, is not true, and it is not a healthy state of mind for us.

All of us have only to look to our immediate surroundings for a young man, of whom it is said he would go far, were he not burdened down by family responsibilities, his impecunious parents, perhaps. These stories of life are tragic enough when the parents' predicament has come about through no fault of their own. They are unspeakable when the parents' dissoluteness is responsible.

The young men are returning from their wars with experiences as adventurous and heroic as ever fell to the lot of any generation at any time. They are looking to establishment of families, the rearing of children—and the development of careers.

Where our efforts and energies have failed, they will pick up and carry on. They have received a tremendous schooling in the solving of problems that confront them. I believe they will solve them—if we but see to it that we do not bequeath them a burden that will thwart their initiative, their spirit of enterprise. If we do prostrate them and their talents, other nations need not look to America as any hope of the world. It simply will not be that. Let's keep this in mind when we oldsters are inclined to be jolly-good-fellows and sports.

About Our Authors

Thomas C. Hart: U. S. Senator from Connecticut, graduated from the Naval Academy in 1897—rose through the ranks to become Superintendent of the Academy from 1931 to 1934—commanded the Asiatic Fleet from 1939 to 1942—and, for a short period before his retirement, commanded the allied naval forces in the Far East.

Leopold Schwarzschild: had a price on his head as managing editor of three well known German Weeklies that opposed Hitler's rise to power. He was forced to flee to Holland and, later, to America. He is the author of two books on the politics, economics and ideologies of modern Europe: *End of Illusion* and *World in Trance*.

J. Gilbert Hill: is a native Oklahoman. Recently he returned to his home town—Cherokee—and was so amazed by what he found that he wrote an article about it for us.

Herbert M. Baus: is the former publicity director of the Los Angeles Chamber of Commerce and the Downtown Business Men's Association of Los Angeles. During the war he was a public relations officer with the Army Air Forces. He is the author of *Publicity: How To Plan, Produce and Place It*.

Henry J. Reilly: has been an author, editor, foreign correspondent and soldier. A graduate of West Point, he fought in all the World War I battles of the Rainbow Division as the youngest American infantry brigade commander. He has devoted his life to the study of international affairs—spending 12 years in Europe, eight in Asia and one in Latin America. He has written for *NATION'S BUSINESS* in the past, his last contribution to this magazine being "Factories Win Modern Wars," printed in 1939.

Carlyle Bargerion, Walter Trohan, Gerald Movius, Lawrence Galton and Florence Brobeck have appeared in *NATION'S BUSINESS* previously. Briefly the first three are Washington correspondents. Mr. Galton is an advertising man and free-lance writer who hopes soon to be out of the Army. Mrs. Brobeck specializes on food articles for many publications.

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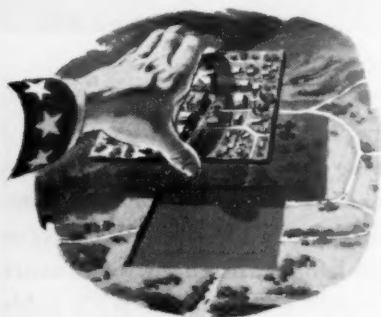
A SIDELIGHT ON THE

Atomic Bomb



THE tick of the telegraph key in The Milwaukee Road station at Hanford, Washington, broke the between-trains quiet of a February day in 1943. Over the wire came a message that caused the agent on this peaceful branch line to doubt his ears. And little wonder! For the government was asking that the six hundred families of the Hanford and White Bluffs communities be moved up the tracks—lock, stock and barrel.

Now, at last, the story may be told. The flash to Hanford was only the beginning. Government removal orders finally resulted in the abandonment of 600 square miles of land in the Priest Rapids and Richland areas of the Columbia River Valley. More than 1,800 families, with their goods and chattels, were re-located by The Milwaukee Railroad's Agri-



cultural Development Department and other agencies.

So the way was cleared for what was originally called the "Hanford Project." The vast extent of this project may be gauged through the fact that between April 1, 1943 and July 31, 1945 The Milwaukee Road delivered 41,633 carloads of freight . . . equal to a freight train 350 miles long . . . at re-located Hanford. Most of the scientific equipment and

industrial material was hauled westward over the electrified route of The Milwaukee Road, through the ranges of the Rockies, and then into the Saddle Mountains that flank the Cascades on the east. From Beverly, Washington, on the main line, a steady stream of oddly assorted freight moved twenty-one miles down the branch to Hanford, where it was delivered to a short-line railroad operated by the government in the restricted area.

Few indeed, other than The Milwaukee Road men who operated the heavy freight trains, had any knowledge of the magnitude of the development that was underway. The production of a new weapon, the impact of which would smash all existing concepts of war and peace, was a well guarded secret.

Only America's railroads had the capacity and flexibility which en-

abled the government, science and industry to marshal the nation's resources anywhere, in any quantity, for any undertaking, no matter how gigantic.

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remarkable speeds . . . hauling PT boats from the factory to the sea . . . speeding millions and millions of our fighting men to their destinations . . . or carrying boat loads of servicemen's Christmas packages to trans-oceanic ports are examples of the wide variety of jobs which only the railroads are capable of performing.



THE Milwaukee ROAD

BUY VICTORY BONDS

Capital Scenes... and What's Behind Them



The Curmudgeon purrs

WHEN and if the Hon. Harold L. Ickes quits being Secretary of the Interior, the incident will be somewhat comparable to ceremonies when one admiral of the fleet goes out and a new one comes in. Sideboys, twittering pipes, Marines at attention, rich music in the background and the quarterdeck blazing with gold braid. Not really, of course. Just figuratively.

But close enough to the truth. Mr. Ickes will go—when he does—with his banners flying and under his own power. The public will be left under no doubt at all that he wishes to do good in some larger field but that he is leaving the department in the hands of a personally chosen successor. The strange power which has permitted the self-styled curmudgeon to remain in the Truman Cabinet as the last FDR appointee is really not so strange at all.

The Hill likes him

MR. ICKES takes pleasure in making loud and frequently disrespectful noises at almost everybody except—members of Congress who have official business with his Department. And to them he purrs. He has standing on the Hill.

It was the charming custom of sundry Cabinet officers under FDR to treat all members of Congress except a chosen few like the rakin's of the woods. Their letters were answered when and if it pleased a 17th assistant file clerk; replies were terse, chilly and, as often as not, might as well have been written in Vedic for all the sense they made. The peoples' chosen representatives simply didn't rate—except with Ickes.

Let the newest, unheard of member of the House of Representatives wish for help and attention from the Department of Interior, and it comes with a whoosh.

Good will through fish

ONE OF MR. ICKES' duties is providing lakes around the country with fish which are obtainable by local communities through members of Congress. Somehow or other the way Mr. Ickes handles the matter, the member of Congress is left with the impression that Mr. Ickes personally chooses each little fish, gives each one a health examination and then packs and crates them with his own hands.

Girls who answer the telephone at Interior usually know their jobs, and it isn't necessary to be referred to Mr. Rumble, then to Mr. Dumble, then to Mr. Dawdle and finally back to Mr. Rumble to get a simple answer to a simple question.

Those things count with Congressmen, and Mr. Ickes knows it. His practice is to consider that a member of Congress on official business is a member of Congress on official business and not a Democrat or a Republican or a New Dealer or what have you. True enough, he has exchanged insults in the past with political opponents on Capitol Hill, but a member can count on his cooperation when it's a case of running an errand for the member's constituency.

Many a name has been mentioned as Mr. Ickes' successor, but high on the list is the name of former Senator D. Worth Clark of Idaho, now with Tommy Corcoran in the law business in Washington. Clark would be acceptable to Ickes, and he has told him so. There is some talk that the change-over will come about close to the Yuletide, but that's not definite.

Where to buy stockpiles

A SUBCOMMITTEE of the Senate Committee on Military Affairs, headed up by O'Mahoney of Wyoming, is conducting hearings on proposals to create an immense national stockpile of strategic war materials—mostly minerals—just in case peace machinery breaks a spring.

The estimated cost is \$4,000,000,000, but there's a fairly neat little background story on this business.

All the top government officials and military spokesmen questioned by O'Mahoney were in agreement that we must not again be caught as a "have not nation" in any important war materials. But they didn't agree on two important points (1) the source of the stockpile—whether it should be domestic or foreign—and (2) whether obsolete materials should be released on the domestic market at the discretion of the administrative board or only with the consent of Congress.

Buy in America

SENATE bill S. 1752, by Senator Thomas of Utah, and S. 1481, a substitute bill favored by the State Department, the

Bureau of the Budget and the Office of War Mobilization and Reconversion carry the opposing points of view. The Thomas bill specifically refers to the "Buy in America" policy previously written into law, although this provision can be waived in the interests of national defense. The substitute bill makes no reference to the "Buy in America" provision, and when its spokesmen were needled on that subject by the gentleman from Wyoming who wished them to explain the oversight, they said it was "inadvertent" and "unintentional." Mr. O'Mahoney didn't believe this, and practically said so, whereupon it was finally admitted that the witnesses preferred importing foreign ores produced at lower cost than is possible here, a circumstance hardly approved of by domestic mining men.

A sword of Damocles

AS TO the wisdom of granting the stockpile board full authority to release materials regardless of the will of Congress, supporters of the substitute measure were adamant.

When Dr. Willard I. Thorp of the State Department supported the proposed grant of discretionary authority to the board, Senator O'Mahoney interrupted to say:

"It may be worth commenting that in a greater and greater degree, the suggestions are coming forward for the concentrated managerial authority of some government officials."

Afterward, Dr. Julian D. Conover, secretary of the American Mining Congress, congratulated Mr. O'Mahoney and said:

"The principle of congressional control of the stockpile bears directly on the future of the mining industry. The conferring of discretionary power upon any administrative agency to liquidate portions of the stockpile would serve as a national threat, a sword of Damocles."

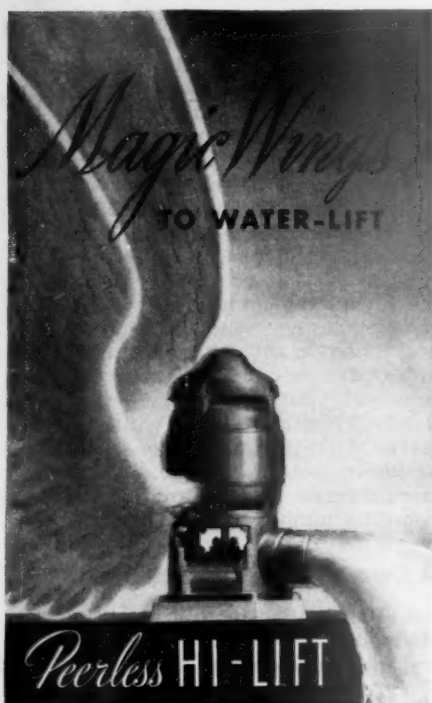
School days, school days

SEN. CLAUDE PEPPER of Florida finds life real and life earnest, and says so. He goes around frowning at people who waste time. For instance, he quit smoking some years ago because of the time wasted in lighting and puffing. Really. Once upon a time he was a champion hat blocker, and could still go back to the trade if all else fails. This interesting story was revealed some few years back when Mr. Pepper was extremely busy carrying the ball for the Administration on some international issue and was quite excited about it, too.

One of his colleagues determined to interrupt Mr. Pepper in the midst of a committee session by tossing him a hat and asking him to clean and block it and have it back by next Wednesday. But he thought better of it.

"Claude," he said sadly, "has no sense of humor."

This is a canard. True, Claude was a



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model school boy, solemn as a little owl, but he had his moments. One of them, anyway. A playmate with the soul of a pixie, dared Claude to kiss the prettiest girl in class. Claude brooded over the challenge, which could have been met without too much difficulty on the playground perhaps, but he brooded so hard that he went into action while class was in session.

He leaped suddenly from his seat to the little girl's, smacked her a good one, turned sharply, looked wildly about for a minute and then plunged through an open window. Fortunately, it was the ground floor.

Russia will be big

THERE'S MORE fretting on Capitol Hill about our present policy in China than is publicly revealed. Prominent members of Congress aren't sure they're getting all the facts from the Administration, and they want to know what the score is.

They don't want us to go messing around until we run head on into a little "incident" with Russia.

There's one foreign relations committee member who has absolutely no time for Russia and, if you were to rummage around in his private files, you would probably discover some highly explosive speeches about Communism.

On the other hand, he thinks the facts of geography command that Russia should expand its influence both east and west.

"Like the United States influence over Latin America," he says.

He says there's no use being silly about it. You can't stop it any more than somebody can stop us being the big frog in the western hemisphere creek. And he isn't afraid of Russia as a threat to our security, takes no stock in talk of Russian ambition to dominate the world.

Be it known he speaks with crystal clarity on almost all occasions, but he likes this slogan: "Us'ns ain't got no cause to fear the Russians."

Just the same he shudders about the business in China, and thinks most of the Hill is squirming about it too.

Royalty at work

THE assistant clerk of the Senate committee on agriculture is one of the relatively few "hundred per cent Americans" in federal service. Her name is Joycette Jones. She's a full-blooded Seminole, but ask her to say something in Choctaw and she can do that too. All told, she has a working knowledge of 17 Indian languages—all this at a tender twenty-odd age.

Blue-eyed and black-haired, Joycette, cute as they come anywhere, doesn't look like Indian, but is quite hurt when people don't believe she is one. She's more than just "Injun" as she calls it. She giggles when she tells the story, but it's a fact that in the Seminole tribe, she's a princess—a real one—and she

represented all the Seminoles at the inauguration of President Coolidge when she was hardly more than a papoose, gorgeously done up in fine feathers and all the trappings. Her Indian name is a jaw-breaker, but it means "Little Tiger."

Good Neighbor policy

THE REAL inside-inside on Latin America would be easily obtainable—if he chose to talk—from Sen. Dennis Chavez, of New Mexico. Completely bilingual and of pure Spanish descent, the Senator knows practically everybody who amounts to a hill of pinto beans south of the border. Especially in Mexico. They like him, naturally. He understands them, their ways, how they do business.

Visiting dignitaries come from down under and are entertained at elaborate functions here and there, but, along about midnight you can catch any given Latin-American dignitary with Senator Chavez in one of Washington's few restaurants which specialize in chili con carne.

The Senator, incidentally, is famous as a chili cook himself. In good chili, it seems, you don't use ground meat. You dice the meat.

Speaking of chili

HOW he got the habit he doesn't know himself, but Senator Elmer Thomas of Oklahoma campaigns on a diet of chili, corn bread and milk.

He goes whooping around his state with a pan of corn bread rattling in the back seat of his car, just in case the right kind might not be available in the next town.

Three times a day the gentleman wolfs down substantial portions of this mad menu and never looks or feels better than he does at the end of a tour on the hustings.

Fun while it lasted

RIGHT after Harry Truman became President a number of wise-looking characters around Washington began to drop little hints about how close they were to the new Mr. Big.

"If you really want to get something done," these fellows would say, "why come around and see me. Harry and I, you know—well, we're just like that."

It was fun while it lasted. But it didn't last long. And of course it got back to the President. No prima donna and certainly not stuck on himself, the President still has a mind of his own—as witness practically all recent remarks and decisions—and he didn't enjoy the stories that he was somebody's for the asking.

So that is why a number of people "widely mentioned" for this or that spot in government are wistfully proceeding about their private affairs with never so much as a wink from the White House and no chance of one either.

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speeds better, and give better tread wear than tires made with ordinary synthetic rubber.

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This development is typical of those going on constantly at B. F. Goodrich — research which improves tires for every purpose.

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"Need it be made of tubing as it always has been?" Lewyt engineers wondered. "Let's *Imagineer* with Alcoa. Maybe they can sock out impact extrusions for us."

Impact extrusions are made by bashing an aluminum disc so hard that the metal squirts up around the punch. A symmetrical, thin-walled shell, closed at one end, is

produced. No impact extrusions as large as Lewyt needed had even been made.

After much nimble-witted *Imagineering* by Lewyt and Alcoa engineers, special tools were designed and built for the job. Then a big Alcoa press, the only one of its size in captivity, "socked out" the shells... 500 a day.

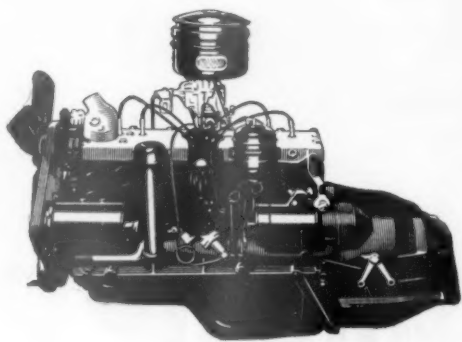
Lewyt's output jumped. Only one-sixth as much welding was needed. Rejections nose-dived. So did the price to the prime contractor... from \$38.10 on the original contract to \$18.85 on the final invoice.

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For example, when you came down to breakfast this morning you found a bottle of milk that had just been delivered in a milk "wagon" hauled by an engine instead of a horse. Your rolls, eggs and coffee, too, came at least part way by truck. And the breakfast food you ate was probably grown with the aid of a gasoline-engined tractor.

There's a good chance you came to work on a bus. That's another big engine to remember. The airmail letter waiting for you on your desk got there with the help of two—maybe four—powerful aviation engines. And sometime during the day a motor truck will roll up to your door with materials for you, while perhaps

another one is delivering your products to your customers.

We could go on and on—but by now you've realized there is scarcely a thing you eat, drink, read, wash yourself with, make, buy or sell that isn't manufactured or transported with the help of gasoline engines. In fact, your life is full of engines. Doesn't it follow that when these engines are made more efficient, more powerful, more economical, more durable, you will benefit?

Our product, Ethyl antiknock fluid, helps petroleum refiners make higher octane gasoline, which in turn permits engine builders to build more efficient engines. Helping to improve engines, fuels and lubricants—the three must be considered together—has been the function of the Ethyl Corporation for the past two decades and remains our goal for the future.



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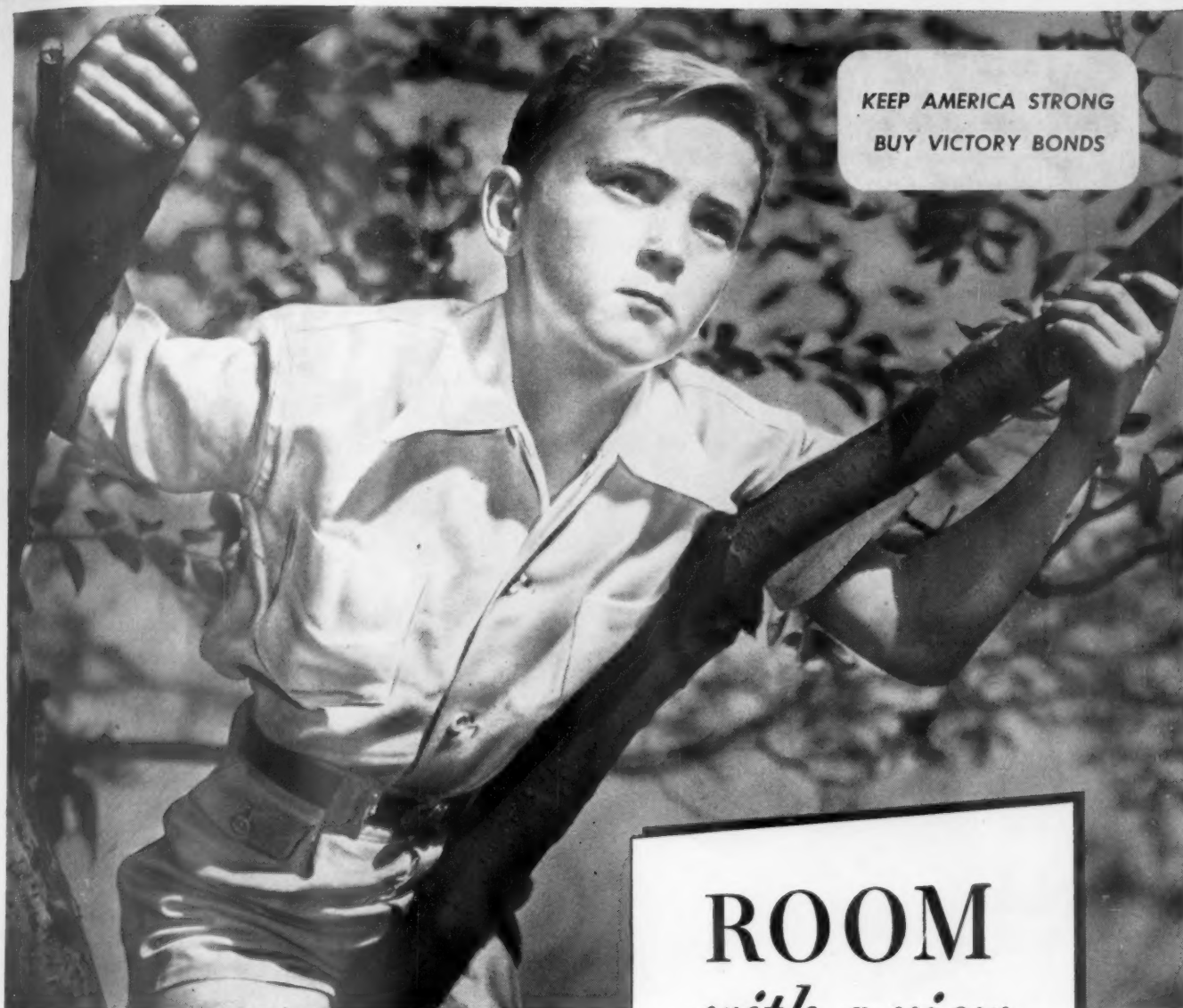
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ROOM *with a view*

BOYS wouldn't be boys if they didn't climb trees.

Surely they wouldn't be lively, red-blooded American boys if they didn't hunt out the places where the eye can range farthest and the greatest plans be made.

It's good that they do. For many of them will carry into manhood that same urge to hunt out the new point of view—the fresh slant on things.

Men with this far view looked on the early automobile and saw what this chugging, lumbering thing could become.

They built an industry and made millions of jobs by doing so.

Men like this frowned on the old-fashioned refrigerator—and dreamed up the far tidier, more convenient and more efficient electric refrigerator.

They added new comfort to our living—and filled many a new pay envelope—because they caught this vision.

Men with this viewpoint look eagerly into the future now. It is their faith—certainly among those here in General Motors—that tremendous possibilities lie ahead.

Never was there greater need for more and better things for more

people—never have we been so well equipped to produce them.

And never—given the needed effort to get the wheels rolling—could we be so sure of a future filled with steady demand for peacetime products and steady, good-paying jobs for our people.

Naturally, all this cannot be accomplished by one company. It calls for all the effort of all our working facilities pulling together.

But General Motors knows, from long history, that jobs increase, earning levels go up, standards of living rise—when you really put your mind to making “more and better things for more people.”

Count on General Motors to keep on working for this above all.

GENERAL MOTORS

MORE AND BETTER THINGS
FOR MORE PEOPLE

CHEVROLET • PONTIAC • OLDSMOBILE • BUICK
CADILLAC • BODY BY FISHER • FRIGIDAIRE
GMC TRUCK AND COACH • GM DIESEL

Every Sunday Afternoon
GENERAL MOTORS SYMPHONY OF THE AIR
NBC Network



We held sort of a Town Meeting on Telephone Service

We mailed questionnaires to a number of people who were waiting for home telephones and asked them how they felt about it.

Practically all understood the reasons for the shortage in telephone facilities and the big majority placed the responsibility for lack of service on the unavoidable circumstances of war.

More than 72% said the telephone company was doing all it could for them. More than 69% agreed they should be waiting their turns for service.

About 19% thought they

should have had telephones at once and 10% felt we could do more for them than we had. 18% thought others got telephones ahead of turn.

Of course, we are grateful to the majority for their good opinion, but we also respect the views of the minority who think otherwise.

We've turned the corner from war to peace and we're on our way to give service to all who want it.

In the next twelve months, we expect to install more telephones than there were in all of France and Belgium before the war.

BELL TELEPHONE SYSTEM

Listen to "The Telephone Hour" every Monday evening over NBC



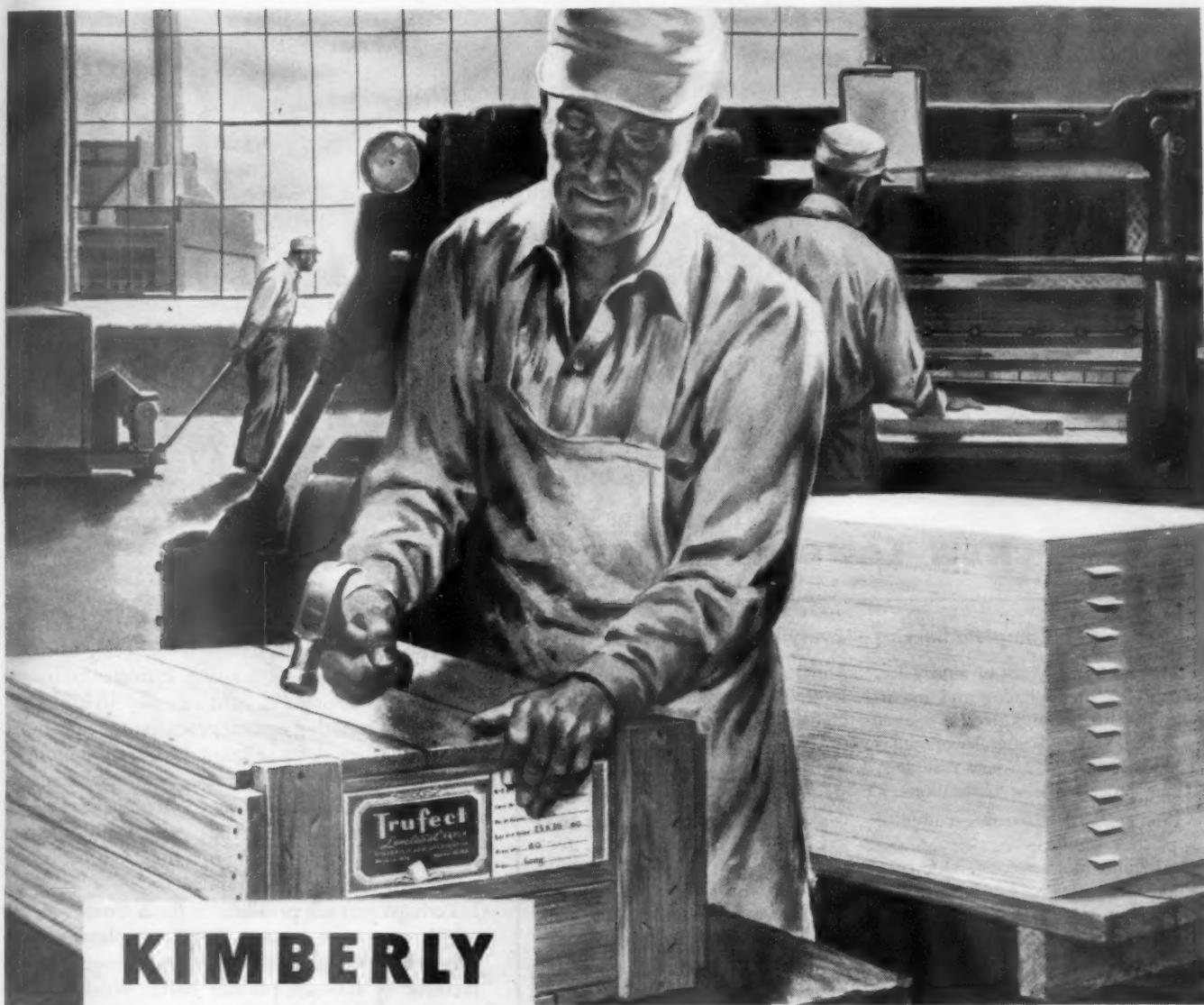
Quality Control in the Final Step, too

Streaming from the gargantuan machines is the daily production of hundreds of tons of Levelcoat Printing Paper . . . paper so smooth, so bright, so lustrous that it excels in printability.

Having produced this paper of sterling quality, Kimberly-Clark does the utmost to assure perfect runability.

Trained, keen eyes reject any sheet with the slightest imperfection. After being counted and precision-trimmed to exact dimensions, the sheets are packed on extra strong skids or in well constructed wooden cases. Whether in rolls, cases or on skids, the paper is doubly protected by a waterproof wrapper and heavy wrapping paper.

Yes, Kimberly-Clark utilizes every means to protect Levelcoat shipments against the ravages of weather and damage in transit. Here, then, is another example of quality control. Another reason why buyers of paper choose Levelcoat over all others.



KIMBERLY

CLARK

CORPORATION

NEENAH, WISCONSIN

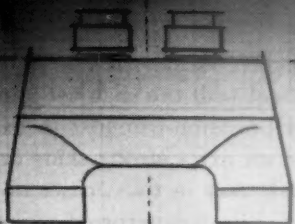
*Levelcoat**

PRINTING PAPERS

A PRODUCT OF
**Kimberly
Clark**
RESEARCH

TRADE
MARK

DESIGNED AND ENGINEERED AT NO. 1 PLASTICS AVENUE



PROBLEM:

TO MOLD BINOCULAR HOUSINGS.
MUST BE STABLE IN DIMENSIONS—
WITHSTAND ROUGH HANDLING,
SALT WATER AND FUNGUS.
MOLDED-IN SURFACE TO
PROVIDE GOOD GRIP.



NEW LONG-RANGE VISION IN PLASTICS

G-E Complete Service—Everything in Plastics

Backed by 51 years of experience. We've been designing and manufacturing plastics products ever since 1894. G-E Research works continually to develop new materials, new processes, new applications.

No. 1 Plastics Avenue—complete plastics service—engineering, design and mold-making. Our own industrial designers and engineers, working together, create plastics parts that are both scientifically

sound and good-looking. Our own toolrooms are manned by skilled craftsmen—average precision mold experience, 12 years.

All types of plastics. Facilities for compression, injection, transfer and cold molding . . . for both high and low pressure laminating . . . for fabricating. And G-E Quality Control—a byword in industry—means as many as 160 inspections and analyses for a single plastic part.



● Here's something new in optics—and plastics. The U. S. Naval Observatory binoculars have new universal focus lenses, designed for seeing at night. New, too, is the plastic housing. It makes an instrument that is strong . . . light . . . easy to hold.

To meet exacting optical precision specifications, No. 1 Plastics Avenue combined a new molding process . . . an extremely stable, tough plastic material . . . and a special alloy for metal parts which expand and contract with the plastic. Result: neither tropical fungus nor sinking in a hundred feet of salt water can damage these binoculars.

Perhaps you see possibilities for a similar plastic part in your own product. Bring any plastics problem to General Electric—the world's largest manufacturer of finished plastics parts. Write Plastics Divisions, General Electric Company, 1 Plastics Avenue, Pittsfield, Massachusetts.

GENERAL  ELECTRIC

GD48-A8

You can write

50 words a minute by hand



90 words a minute by typewriter



5000 words a minute



with Addressograph

ADDRESSOGRAPH is the fastest, most accurate method of putting words and figures on business forms. Once the information is on Addressograph plates, you can write it again and again at a speed of 5000 words or 30,000 figures a minute.

Addressograph can do the job of writing in every department of your business that puts information on paper. And it can be used with any existing system or routine. When Addressograph is used with other types of office equipment, you have the ideal combination for efficient handling of paperwork.

The simplicity of Addressograph methods and the

low cost of writing this modern way bring savings in time, money, elimination of errors, and better control over your paperwork operations.

Addressograph now serves most of the country's largest businesses—helps thousands of small companies to operate efficiently.

Our Methods Department will be glad to show you how others in your industry are using Addressograph simplified business methods—how you can make savings now which will multiply during the reconversion and postwar days ahead. Telephone our local office or write Addressograph-Multigraph Corporation, Cleveland 17, Ohio.

Addressograph

TRADE-MARK REG U S PAT OFF

SIMPLIFIED BUSINESS METHODS

Addressograph and Multigraph are Registered Trade Marks of Addressograph-Multigraph Corporation

Know what the railroads are doing — now that the war is over?

They're moving troops! West Coast, East Coast, up and down and across the country — more troops are moving right now than at any time during the war — 1,300,000 in November with still more coming in December, and it's going to be much like that for several months to come.

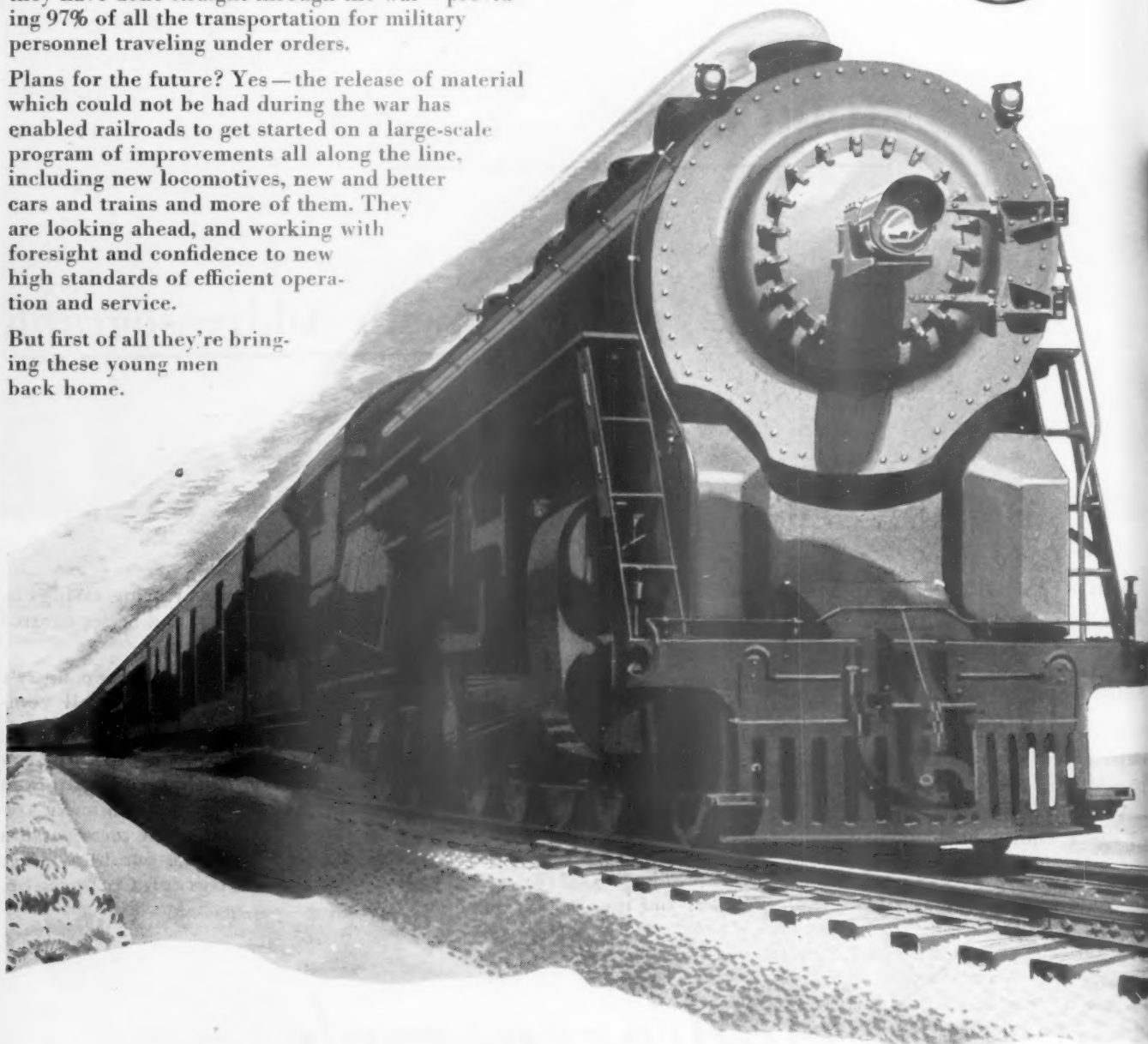
But this time they're headed mostly toward home, and although the job of handling so many in such a short time is another challenge, it's a job the railroads tackle with enthusiastic determination. Still in their fighting togs, they will keep right on — as they have done straight through the war — providing 97% of all the transportation for military personnel traveling under orders.

Plans for the future? Yes — the release of material which could not be had during the war has enabled railroads to get started on a large-scale program of improvements all along the line, including new locomotives, new and better cars and trains and more of them. They are looking ahead, and working with foresight and confidence to new high standards of efficient operation and service.

But first of all they're bringing these young men back home.

Heading for Home

The discharged veteran wears this emblem. Remember his service and honor him.



AMERICAN RAILROADS

— CARRIED MORE THAN 90% OF ALL
MILITARY FREIGHT AND PASSENGERS —

Something New

ON THE TABLE!

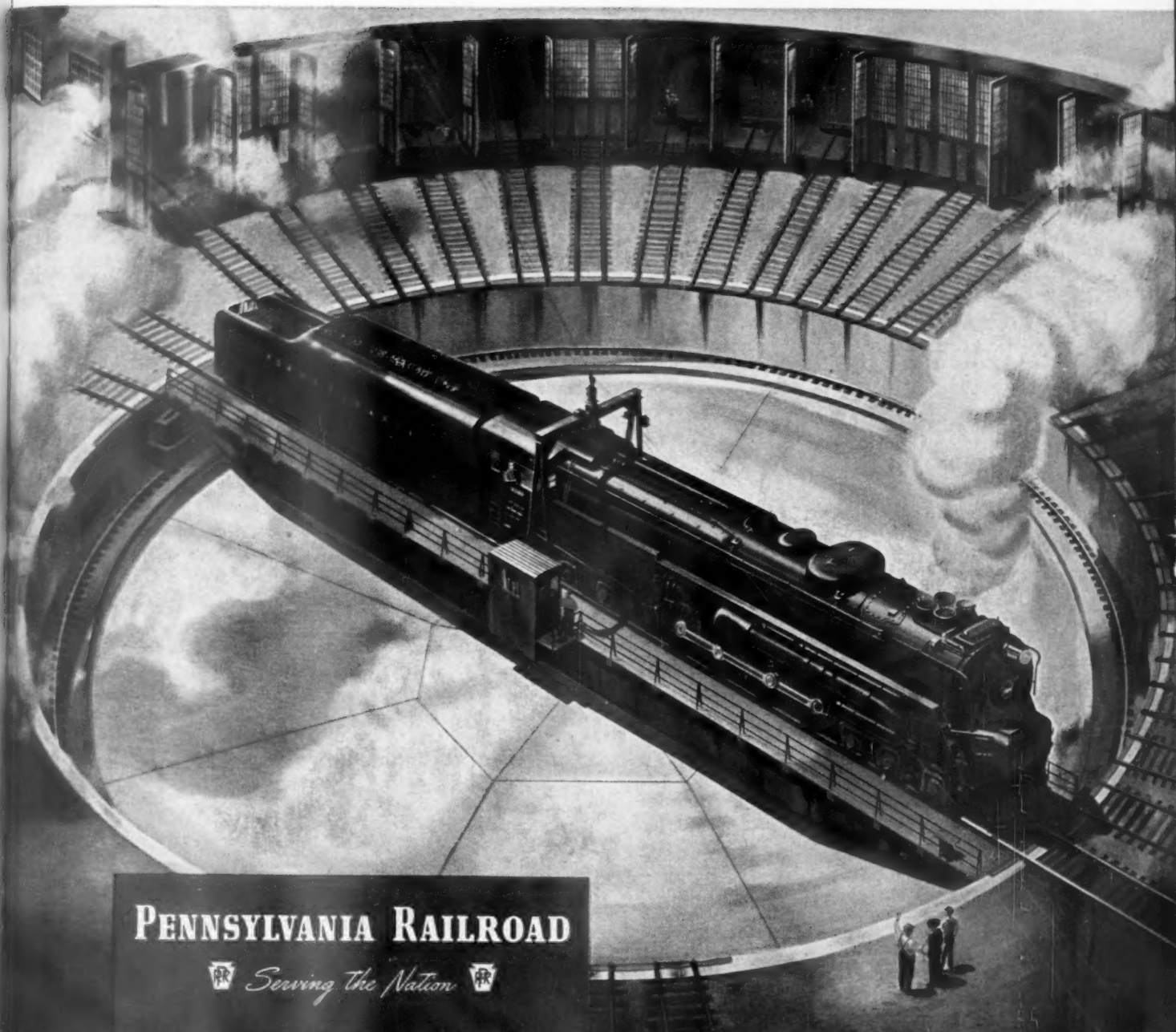
For the first time a way has been found to put into a locomotive the same kind of power that sends big battleships forward—*turbine drive!*

Developed by Pennsylvania Railroad research in conjunction with engineering staffs of Westinghouse Electric Corporation and the Baldwin Locomotive Works, this new kind of locomotive power adds extra smoothness in fast runs—and many other notable advantages.

No bigger than your electric refrigerator, the steam turbine itself can produce power to pull the heaviest loads at high speeds. And the engineman controls the whole operation with a single small lever which works like a gear-shift on an automobile!

One of the most important changes in the power principle of the steam locomotive in over 100 years, the turbine drive engine gives promise of a great future in the field of train transportation.

BUY UNITED STATES VICTORY BONDS AND STAMPS

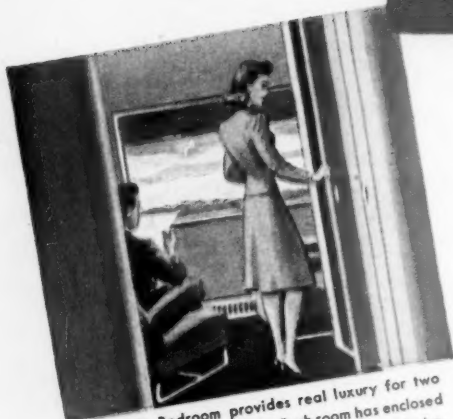


INTRODUCING New Sleeping Car Rooms

OF UNEXAMPLED CONVENIENCE AND LUXURY
created by BUDD—originators of modern stainless steel streamline trains



The Master Room is a commodious apartment with six seats for daytime, four beds by night and two enclosed toilet-shower rooms, and wardrobes.



The Double Bedroom provides real luxury for two passengers—day and night. Each room has enclosed private toilet facilities, shower bath and wardrobe.

Applying modern ideas to sleeping-car design, Budd has achieved a revolutionary advance in railway accommodations for night and day occupancy.

For two people traveling together, Budd has designed Double Bedrooms embracing luxury and comfort never before realized in this class of accommodation. Each Double Bedroom has its own fully enclosed toilet and washing facilities and shower bath. In addition, both beds are pre-made, window is of unusual width, and ample luggage and enclosed wardrobe space are provided.

Most luxurious is the Master Room, an apartment with four beds and two enclosed toilet and wash rooms with shower baths. By day, the Master Room has richly upholstered seats for six persons, two wide windows, wardrobes, luggage racks, and ample space for moving about in comfort.

With the Cabin designed for economical, individual travel and the Budgetette created for the thrifty passenger, Budd has thus provided a complete range of modern sleeping accommodations. All are rooms with walls and doors, with private toilet facilities and most modern air-conditioning. All are splendidly-appointed and beautifully decorated. All are built into car structures of stainless steel, the strongest material used in railway car construction.

EDWARD G. BUDD MANUFACTURING CO. • PHILADELPHIA • DETROIT

Originators of stainless steel lightweight trains, ALLSTEEL* auto bodies and stainless steel highway truck trailers. Designers and makers of airplane and marine structures. Inventors of the SHOTWELD* system of fabricating hi-tensile steel.

REG. U. S. PAT. OFF.

Budd

"Show me..."

"Let's check that..."

"This proves it"

He's your representative at **Kodak**

EVERYWHERE in the big buildings where Kodaks are engineered and made, you'll find *Experts in Quality Control*. They are responsible only to the plant manager. They're paid to be critical... paid to doubt... paid to represent *you*.

Their laboratories are equipped with exacting and expensive "fault finding" instruments. An error may measure only a ten-thousandth of an inch—but the faulty part never enters the Kodak you buy.

Quality Control represents just a small fraction of the cost of your Kodak. Yet in a very real sense, this "critical fraction" is the most important part of the price.

Kodak precision in manufacture has resulted in thousands of Kodaks and Brownies performing "as good as new" after a generation of use. And the methods that make this record possible are now more exacting than ever before.

"Postwar" Kodaks have been with the Army and Navy as precision tools of Military Photography. Designs and specifications for other postwar Kodaks, in a wide variety of models and prices, are an outgrowth of their performance.

EASTMAN KODAK COMPANY, ROCHESTER 4, N. Y.

Serving human progress through photography



*Season's Treelings - expressed so well
- so many ways - with Southern Comfort*

There's Only One

SOUTHERN COMFORT

100 PROOF LIQUEUR

Egg Nog, Old Fashioneds, Manhattans, Highballs and other favorites are improved by the rare flavor of Southern Comfort. An ideal gift. Recipes with each bottle. Others on request. Southern Comfort Corporation, Saint Louis 3, Mo.

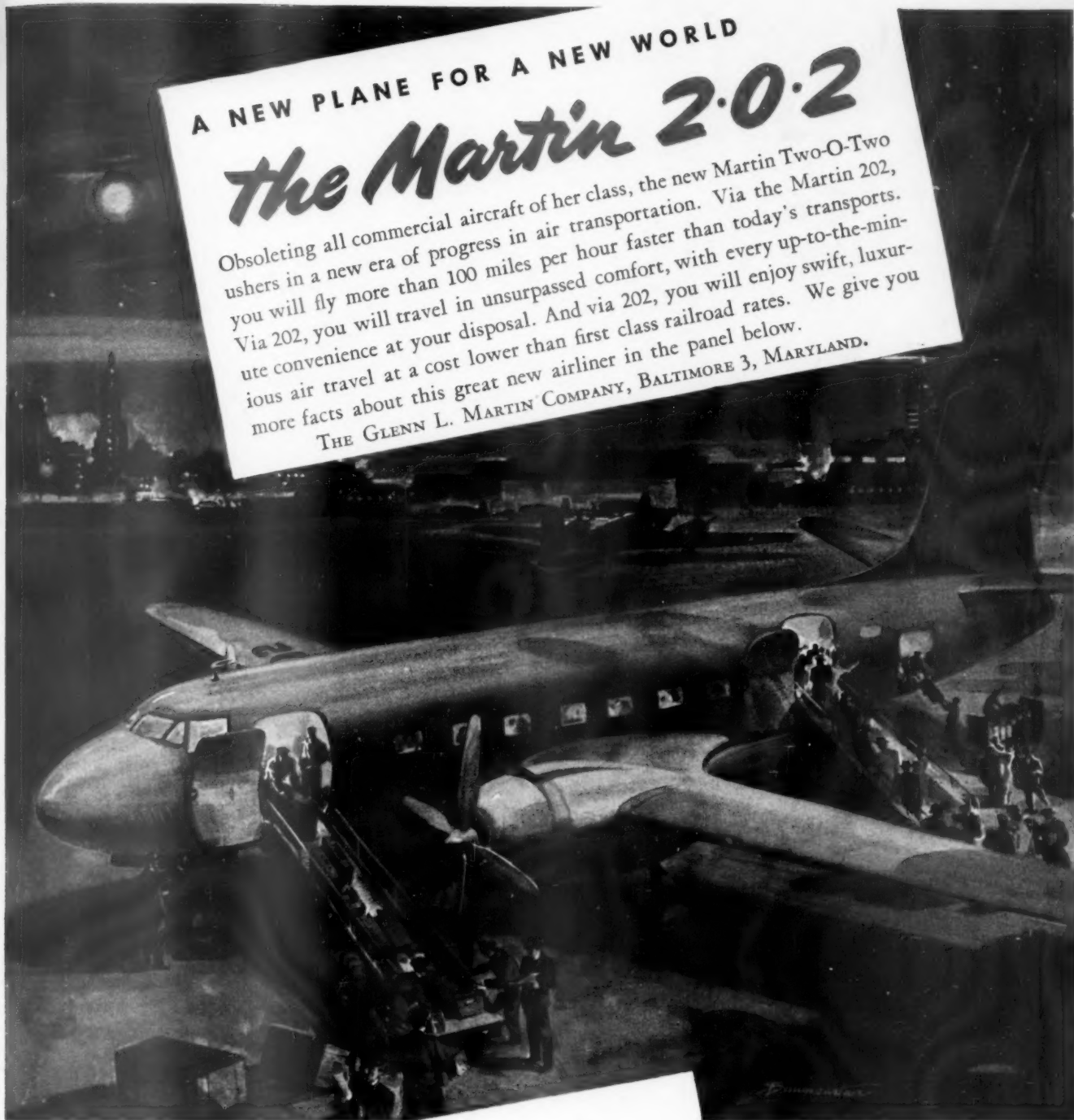
America's Most Versatile Drink

A NEW PLANE FOR A NEW WORLD

The Martin 2·0·2

Obsoleting all commercial aircraft of her class, the new Martin Two-O-Two ushers in a new era of progress in air transportation. Via the Martin 202, you will fly more than 100 miles per hour faster than today's transports. Via 202, you will travel in unsurpassed comfort, with every up-to-the-minute convenience at your disposal. And via 202, you will enjoy swift, luxurious air travel at a cost lower than first class railroad rates. We give you more facts about this great new airliner in the panel below.

THE GLENN L. MARTIN COMPANY, BALTIMORE 3, MARYLAND.



SOME OUTSTANDING FEATURES OF THE NEW MARTIN 2·0·2

- Cruises at a speed approaching 300 m.p.h.—upward of 100 m.p.h. faster than present day transports.
- On a 250 mile city-to-city hop, direct flying costs, exclusive of operating overhead, are less than one cent per seat-mile.
- Various interior arrangements carry 30 to 42 passengers—in luxury unsurpassed by even the largest 4-engine airliners flying today.
- Equipment is located below floor, easily accessible for servicing through exterior hatches.
- Flexible Mareng fuel cells cut maintenance costs and contribute to safety.

Martin
AIRCRAFT

Builders of Dependable Aircraft Since 1909

- Three large exterior doors, and two large doors between passenger and cargo compartments, permit swift loading and unloading to cut waiting time at airports.

- Will utilize every new electronic device, including radar, to permit all-weather flying.

- Embodies such improvements as reversible pitch propellers, heat anti-icing,

laminar flow wings, tricycle landing gear.

- Has far more cargo and baggage space (525 cu. ft.) than any transport of comparable size.

- Utmost passenger comfort assured by comfortable roomy seats, plenty of head room and leg room, large windows, modern heating, ventilating, soundproofing and lighting.

• The Martin 202 is engineered specifically to meet Air Transport Association specifications. Not just designed for the airline but by the airline—custom-built by Martin—to the most exacting standards of the air traveler.

Of Topmost Choice

KENTUCKY STRAIGHT BOURBON WHISKEY

Bottled in Bond
—100 Proof

NATIONAL
DISTILLERS
PRODUCTS
CORPORATION,
NEW YORK



The traditions of **OLD TAYLOR** are those of Old Kentucky—a time when no way was too long, no trouble too great to instill in a noble whiskey the last ounce of mellowness, bouquet and flavor. Try **OLD TAYLOR** today and one of life's pleasantest moments will be yours—a moment that shows why this great bourbon stands among those of *topmost choice* wherever good taste in whiskey prevails.

*Signed,
Sealed,
and Delicious*

